



‘GET BRITAIN MOVING’

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This paper is done as a part of the undergraduate program at BI Norwegian Business School. This does not entail that BI Norwegian Business School has cleared the methods applied, the result presented, or the conclusions drawn.

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We certify with our signatures that this is our own work. The work has not been presented elsewhere for assessment. Where material had been used from other sources it has been properly acknowledged and referenced.

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Executive Summary

This report is a result of a cooperation with Helly Hansen UK. Helly Hansen is a Norwegian company, and one of the worlds leading brands within exercise and leisure apparel. The brand is well known in several countries, but not as much in the UK. The aim of this report has been to explore options for a promotion strategy that reaches a target group which is struggling to be active, in order to create awareness around the Helly Hansen brand.

The report has analysed the sports apparel industry and its most important players. Nike, Adidas and Puma are Helly Hansen's biggest competitors. These players all use different promotion strategies that are outlined in the report. Marketing communication strategies through social media and traditional media is also discussed, in addition to promotion strategies through events and sponsorships.

Secondary research together with Delphi Interviews and questionnaires has been conducted in order to gain a deeper understanding into the physical activity habits in the UK, as well as information about appropriate promotion strategies. The findings revealed exercise- and physical activity patterns among the population in the UK, and several motivations and barriers were discovered. The results from secondary and primary research made the base for a synthesis and evaluation of two appropriate promotion strategies for Helly Hansen.

The first alternative for a suitable promotion strategy was for Helly Hansen to host their own event. The second alternative was a sponsorship of an event promoting physical activity.

Based on the secondary research, expert interviews, questionnaires and further analyses, the promotion strategy that has been recommended for Helly Hansen is to become the headline sponsor of the 'Cliffhanger' event.

Report Overview

The report is divided into three sub sections.

Part one: Introduction

Chapter one, Terms of Reference, presents the framework of the project. This includes background information and aim and objectives for the project. Furthermore, it presents the limitation for the project.

Chapter two will present the Methodology for the research process.

Chapter three will explain the Literature Review, which includes a presentation of the theoretical frameworks for the project.

Part two: Data collection

Chapter four will analyse and give insight into Helly Hansen's position in the UK market.

Chapter five will give an introduction to the UK sports apparel industry, with a presentation of the current situation and a forecast of the market. The presentation of competitors will have its main focus on the promotion element the marketing mix.

Chapter six presents insight into physical activity patterns in the UK.

Chapter seven presents the expert interviews.

Chapter eight presents the questionnaires.

Part three: Strategy analysis

Chapter nine provides a situation analysis, done by synthesising all the findings in the data collection. A SWOT will be used.

Chapter ten provides a concluding for all the work with the project aim and perception of their possible relevance and importance.

Chapter eleven will present two alternative promotion strategies.

Chapter twelve will, based on the findings and analysis, provide a suitable recommendation.

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Definitions

Physical activity: World Health Organization defines physical activity as *'any bodily movement produced by skeletal muscles that requires energy expenditure'* (World Health Organisation, 2003).

Exercise: Exercise as a noun, is defined by Oxford dictionaries as *'activity requiring physical effort, carried out to sustain or improve health and fitness: Exercise improves your heart and lungpower'* (Oxford Dictionaries, 2013)

Active: Merriam-Webster defines 'Active' as *'doing things that require physical movement and energy'* (Merriam-Webster, 2013).

Inactive: Inactive is being defined as being 'not active': such as a: *'not doing things that require physical movement and energy: not exercising'* (Merriam-Webster, 2013).

Non-traditional training: Non-traditional training is here defined as training that takes place outside of gyms. This means training by hiking, running and/or walking outside, cycling, climbing, skiing etc.

Lifestyle: A way of life or style of living that reflects the attitudes and values of a person or group (Lewis, 2012).

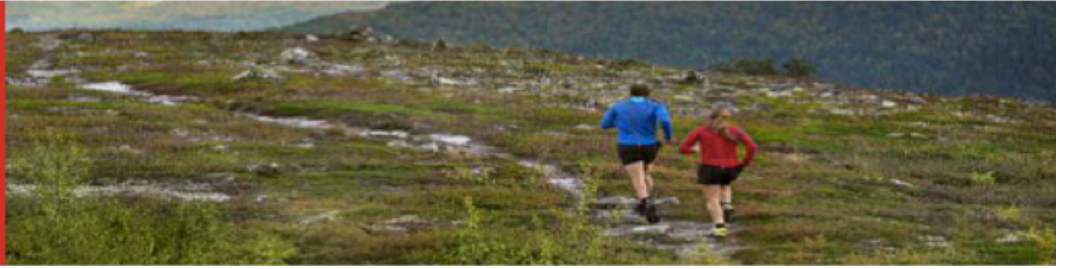
Health: Health can be defined as *'a complete state or mental, physical and social well being, and not simply the absence of disease'* (World Health Organisation, 2003).

PART 1 – INTRODUCTION

Chapters:

1. Terms of Reference
2. Methodology
3. Literature Review





Chapter 1. Terms of Reference

This chapter will provide the reader with a brief introduction to the project. It includes background information on Helly Hansen and further presents the project aim, objectives and research questions. Finally, the project limitations will be reviewed.

Chapter 1. Terms of Reference

1.1 Background

Helly Hansen (hereby referred to as HH) is a Norwegian company producing apparel used for sports, exercise and leisure activities, as well as industrial work. The company is especially known for its outdoors apparel, and has become one of the worlds leading outdoors brands (Helly Hansen, 2013).

HH's overall vision is to provide high quality, protective technical gear for work survival and sport (Helly Hansen, 2013).

HH was established in 1877 by the Norwegian captain Helly Juel Hansen and his wife, Maren Margerethe. After many years at sea, Helly Juel Hansen started to apply linseed oil to the outside of his work clothes to provide weather protection. This resulted in the idea of making waterproofed oilskin jackets for sailors, and the founding of HH as a company.

HH provides high quality, protective gear and sports apparel. The company distributes to more than forty countries and has online stores in nineteen countries (Helly Hansen, 2012).

Today, HH has one flagship store in Manchester and offer their products through three hundred and seventeen other retail stores around the UK. The retail stores in the UK that sells HH equipment is typical sport and leisure stores. HH has chosen distributors all over the UK, giving them a good geographic spread, resulting in a well-represented brand (Helly Hansen, 2012).

To promote the brand, HH use experiential campaigns and events that showcase the functional and stylish sides of the brand, in order to engage consumers.

With the successful establishment of the flagship store in Manchester in 2009, HH is now looking for future possibilities for market penetration in the UK.

1.2 Project Aim and objectives

1.2.1 Consultancy Request

HH wants to acquire knowledge about the needs of British consumers wanting to live a more physically active lifestyle, and if there is enthusiasm to get fit outside of gyms. This is in order to evaluate opportunities for an event that focuses on the needs of the inactive.

HH's overall aim is to increase brand awareness within the UK. It is important to have clarity about this overall aim in order to be able to measure the progress and to know what marketing activities that are most suitable.

1.2.1 Research Aim

Based on HH's request and objective, the aim of the consultancy research project is as follows:

'Explore options for a promotion strategy that reaches a target group which is struggling to be active, in order to create awareness around the HH brand'.

1.2.2 Research Objectives

The research objectives are stepping-stones on the way to achieve the overall aim. When each objective is met, the overall aim is reached. The two objectives for this project are as follows:

Objective 1: Find an appropriate target group for HH that is struggling to be active.

Objective 2: Find out what will be an appropriate promotion strategy in order for HH to reach the target group and promote the brand.

1.2.3 Research Questions

Research questions will ensure that the research objectives will be answered through data collection and analysis.

Research objective 1: Find an appropriate target group for HH that is struggling to be active:

Research questions:

- 1.1 How is the situation regarding physical activity in the UK?
- 1.2 What are the different activity habits and patterns in the UK?
- 1.3 Are there any differences in activity patterns in relation to age, economy, social status and so on?

Research objective 2: Find out what will be an appropriate promotion strategy in order for HH to reach the target group and promote the brand.

Research questions:

- 2.1 What alternative, outdoor routes of training are there?
- 2.2 What characterises families living an active versus an inactive lifestyle?
- 2.3 What might be the motivations and attitudes affecting the physical activity level of parents?
- 2.4 What might be the barriers related to physical activity for families?
- 2.5 How is the awareness of HH among the respondents?
- 2.6 What will be the best communication channel in order to reach the target group?
- 2.7 What kind of physical activity is preferred within the target group?
- 2.8 Is there enthusiasm within the target group to participate in an event where they need to be physically active?
- 2.9 What are the most effective marketing activities in order to create awareness?
- 2.10 How is the competitive environment and what marketing activities are HH's competitors doing?
- 2.11 What macro environmental factors might affect the choice of promotion strategy?

1.3 Research Limitations

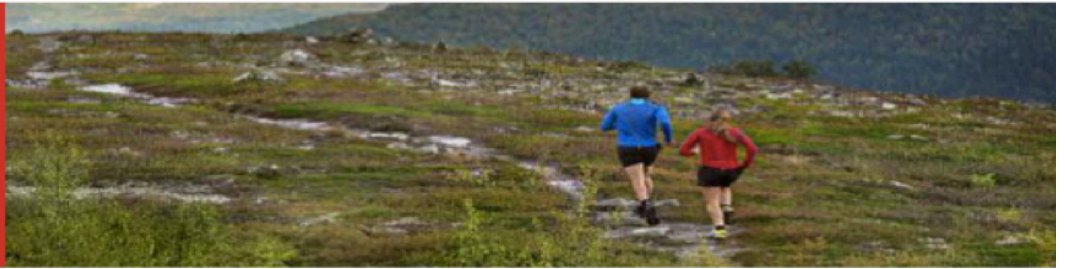
The objective with this part is to present the difficulties and limitations that occurred during the research process.

The researchers did not have any prior knowledge about conducting research on promotion strategies, the UK sports apparel industry or physical activity patterns in the UK. Hence, it was important to acquire knowledge about new theoretical frameworks for promotion, collect data on the industry, and get an overview of the physical activity patterns in the UK.

The access to internal resources regarding HH was limited. This might have affected the strength of the internal analysis and thereby the overall findings.

There were a lot of useful external sources of secondary information concerning both the industry and on physical activity. However, the data collection on the industry is mostly based on surface information, as there is a high degree of secrecy in the industry. The researchers found it especially difficult to collect information on finances and strategies of competitors.

Preferably, the primary research should have been carried out in various cities around the UK. However, budget, scope and time were limitation factors resulting in the researchers narrowing down the segment into micro segment before the survey was conducted. The questionnaire was only done on one potential target group (families). Ideally, a broader survey considering a larger population would have been examined. Thus, it is here important to point out that sampling for the questionnaire was non-probability sampling. Findings were therefore used to describe tendencies, rather than draw conclusions or claims about the population. Further information behind the rationale of choosing Leeds, can be read in section 8.1.2.



Chapter 2. Methodology

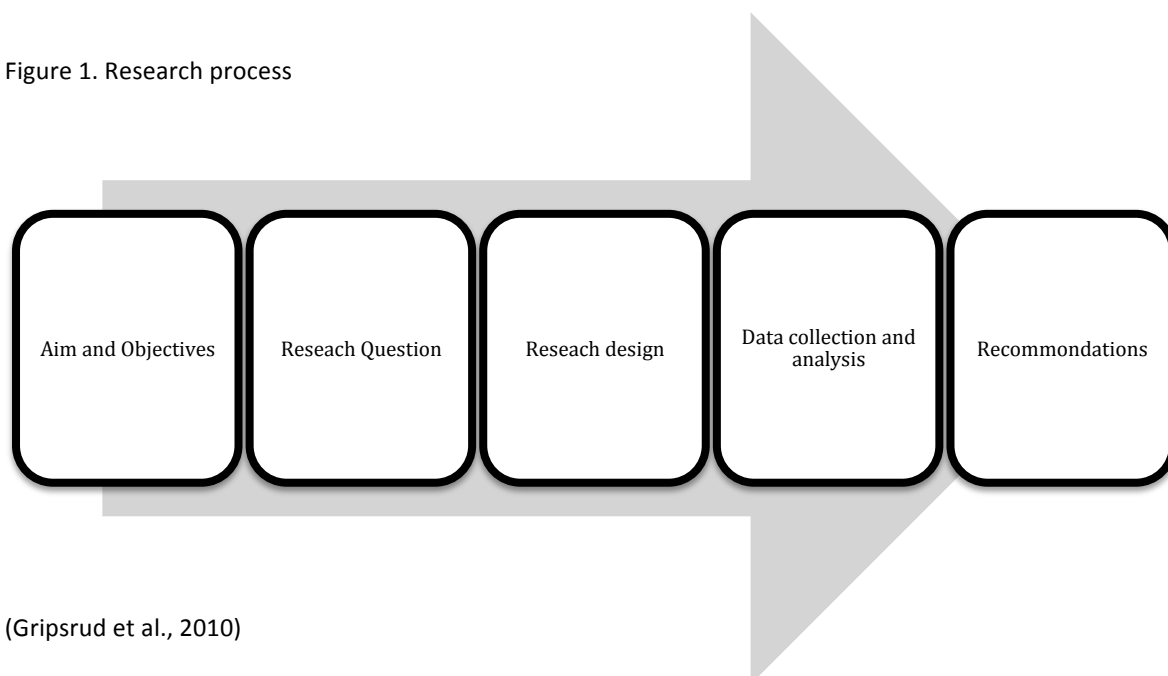
This chapter will provide the methodology used to conduct the research project. The chapter includes a presentation of research process, chosen research design and methods for data collection. In addition, choice of research city will be explained and reviewed.

Chapter 2. Methodology

'Research methodology focuses on the process of developing information and knowledge, which may provide application knowledge and/or additional disciplinary understanding' (Ethridge, 2004, p. 26).

In this chapter, the methodology of the research process will be presented and discussed. Figure one shows the development of the research process. As the aim, objectives and research questions of the research were already established in section 1.2, the following sections will discuss the chosen research design and methods.

Figure 1. Research process



(Gripsrud et al., 2010)

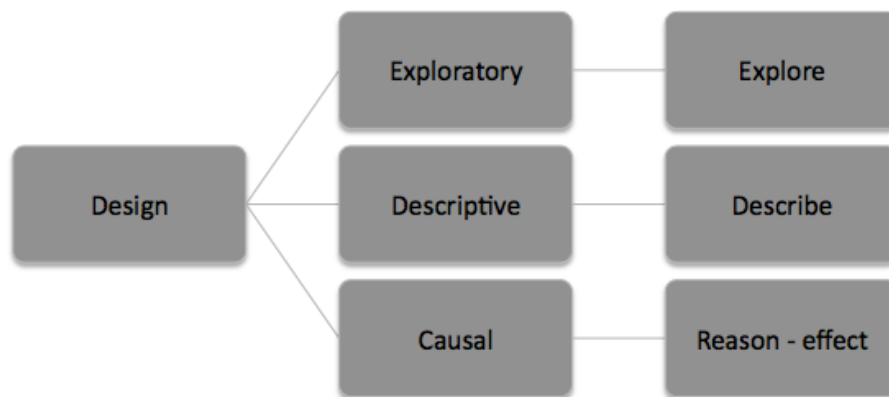
2.1 Research Design

In order to answer the research questions, different designs will be used. It is common to differentiate between three types of design: explorative, descriptive and causal.

Explorative design is used when one has little or no previous knowledge or understanding of the area of interest. Usually, this is done through secondary data collection and supplemented with the use of primary data collection through for example in-depth interviews. In contrast, a descriptive design is more appropriate when the researches have a

basic understanding of the area of interest. The approach for data collection with this type of design is primary data such as questionnaires. Lastly, a causal design is exploited when the researches are trying to look for explanations. This approach is usually conducted through the use of experiments, looking at cause – effect (Gripsrud et al., 2010).

Figure 2. Research Design



(Gripsrud et al., 2010)

2.1.2 The Chosen Research Design

When considering which research design is appropriate, experience in the area of interest, the previous knowledge of the theoretical studies that identify relevant variables and the ambitions of the identification of connections between variables need to be considered.

As the researchers had little previous knowledge of the topic area, the use of an explorative design was appropriate in order to gain increased knowledge and understanding. This was firstly done through the collection of secondary data to gain insight into the topics of interest. Secondly, to supplement the secondary data and to further gain information on key information in relation to the research questions of interest, in-depth interviews in form of expert interviews was conducted.

When a basic understanding of the topic area was achieved, the researchers adapted a descriptive design, with the use of a questionnaire. This helped the researchers answer research questions that required some insight into tendencies and relationships between different variables (Silverman, 2005).

2.2 Methods for Data Collection

It is important that the methods for data collection gives information with significant connection in relation to the research aim and objectives and helps to answer the research questions. Moreover, it is important to consider its outcome and reliability.

Like presented in the previous section, the researchers choice of method for data collection was connected to research design. There are two types of data collection: secondary- and primary data.

2.2.1 Secondary Data

Secondary data is an effective method of collecting information, as well as gaining an overview of a topic. Typically, secondary data is data initially collected for a different purpose, but may still give value in order to give insight into the research area (Thomas et al., 2011). The advantage is that it is a relatively easy way to gain relevant insight into a new and unknown topic area (Bryman and Bell, 2007).

There are two types of sources for secondary data:

External sources:

External sources are information that is collected outside the organisation. This is further divided into public sources and standardised surveys (Gripsrud et al., 2010).

Internal sources:

Internal sources are information from within the company, such as sales figurers, costs and income (Gripsrud et al., 2010).

2.2.1.1 The Projects Secondary Data Collection

For this research project, secondary research was used to explore existing sources that could be helpful in order to get insight into and comprehend the market situation and physical activity situation in the UK.

Internal sources of this report are data from HH UK. This information gives general facts on HH's history, products and additional information and numbers from their previous events.

External sources of interest for this report were collected from a range of public resources such as academic books, journals and online databases. Databases such as Mintel and Marketline were used to collect information on the sports apparel industry. Furthermore, public reports and surveys from the National Health Service were used to gather information on physical activity patterns in the UK.

2.2.1.2 Reliability and Validity

Secondary data is second-hand material and does not have as much worth or validity as primary data. When information is transmitted from one person to another, errors may occur (Burns, 2000).

2.2.2 Primary Data

Primary research is first-hand source of data in research. It is the original study, and therefore a valuable research method (Silverman, 2011). The data is made and developed for one specific project and purpose. The main types of research used to conduct primary data are qualitative and quantitative research.

Qualitative research

Qualitative data is used for analytical description and understanding of relationships (Gripsrud et al., 2010). Qualitative researchers tend to work with a relatively small number of cases. The aim is to understand people's perceptions and interactions and to question how social experience is created and given meaning. To use detailed interviewing or

observation helps getting closer to the respondent (Silverman, 2005). This kind of research is used to answer questions like 'why?' and 'how?'.

Quantitative research

Quantitative research results are data that can be expressed in numbers or quantity units. With quantitative research, the researchers try to reach out to wider number of respondents through surveys (Silverman, 2005). This kind of research is used to answer questions like 'how many?' and 'how often?'.

2.2.2.1 The Projects Primary Data Collection

In this research, qualitative research was conducted through the use of Delphi interviews, following the researchers choice to use an explorative design to gain knowledge of the topic area. Furthermore, as a subsequent to the findings from the qualitative research, a quantitative research with descriptive design was carried out through the use of a questionnaire.

Qualitative Research: Delphi Interviews

'Delphi is a hybrid survey design that aims to reach consensus on important issues' (Clibbens, 2012, p. 38).

The Delphi method has a number of variations, usually starting with a qualitative round, designed to establish the extent of the chosen expert's opinions on a specific defined topic. By using numerical measures and descriptive statistics, the following round is supposed to establish strength of opinion on the items generated by the expert's in the first round. Usually, one of the rounds will be repeated and the experts will be given controlled feedback on their scores, and the opportunity to rescore as a result of the feedback.

In this project, the aim of using Delphi Interviews was to help the researchers answer some of the research questions relating to the physical activity patterns in the UK, what might be the barriers to physical activity and how one can motivate to be (more) physically active.

Because of the scope of the project, the researchers limited the Delphi approach to five separate expert interviews, with the aim of getting several experts' opinions on defined topics.

The most important advantage with the method is that it gives useful primary data from expertise in the field (Sander, 2004). Thus, the method helped the researchers gain a picture of the current physical activity situation in the UK, as well as a plausible picture of future opportunities for inactive people that want to lead a healthier lifestyle. Furthermore, the findings formed the base, together with the secondary research, for further development of a questionnaire.

The reason for choosing expert interviews instead of in depth interviews or focus groups was related to the sensitivity and potential difficulty of getting respondents to open up about personal health issues and levels of physical activity.

Quantitative Research: Questionnaire

The questionnaire method consists of two major forms, descriptive and explorative. As mentioned in the section for research design, an explorative design was used for this project. The aim of an explorative questionnaire was to establish tendencies of cause and affect relationships (Burns, 2000).

When choosing a descriptive design with a quantitative questionnaire, the sampling of the population is crucial, as statistics will be inaccurate if representation estimates of population do not occur (Burns, 2000). Because of the scope, finance and timescale for this project, this was not possible.

The questionnaire was a personal structured questionnaire. This gave the best opportunity to ensure that the respondents completed the survey, thus avoiding response errors. The purpose of the questionnaire was to arrive at statistical research findings that allowed the researchers to give useful advice in relation to the decision problem HH has presented the researchers with.

A personal structured questionnaire can give a large amount of information in a short period of time. This project's questionnaires were handed out in places most relevant for the target market. The questionnaire answers were analysed using SAS JUMP (see section 2.2.2.3).

When using descriptive design, the analyst already has the basic understanding of the problem area. This research design is based on hypotheses, with the aim of describing a situation. It allows the researcher to summarise a large quantities of data using measures that are easily understood by an observer. Data is summarised by graphical and numerical techniques (Burns, 2000). Here, to identify either individual variables or correlations between two or more variables can be chosen (Gripsrud et al., 2010).

2.2.2.2 Reliability and Validity

Reliability and validity are technical terms that refer to the objectivity and credibility of research (Silverman, 2011). The validity of research concerns with the interpretation of observations, - the degree to which a test or instrument measures what it is supposed to measure (Thomas et al., 2011).

Validity consists of four types, which are logical (face validity), content, criterion, and construct. Face validity expresses what the goals seem to measure subjectively and is the degree to which a measure obviously involves the performance being measured (Thomas et al., 2011). According to Gripsrud et al. (2010), face validity is used when interviewing scientists / researchers, or people within the sector that shall be researched. On the basis of this information, face validity was proper for the study in this project.

Reliability refers to the stability, consistency, predictability, accuracy and dependability of a measure (Burns, 2000). The test can be trusted if it yields the same results on successive trials (Thomas et al., 2011). The less errors the measurement contains, the measure is more reliable.

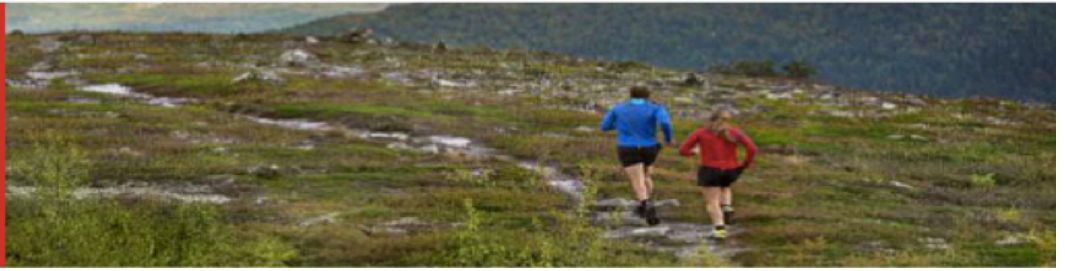
In quantitative research, there might be difficult to obtain the desired information from the respondents (Malhotra, 2006). Fixed-response and structured questions might weaken the validity the reliability for some types of data.

According to Burns (2000), it is important to be aware of the difficulty of securing an adequate response. Also, there might be sampling problems if all questionnaires are not returned. Complex instruments, ambiguity or vagueness will cause poor responses. Ambiguous, incomplete or inaccurate information cannot be followed up, as responses must be accepted as given. Non-flexibility means that the respondents may be limited from providing free expression of opinions as a result of instrument-design considerations. Open-ended instruments can be used, but this may be difficult to systematic analysis. Finally, the possibility of misinterpretation of the questions by the respondents as it is difficult to formulate a series of questions whose meanings are clear to every reader. The results in primary research consist simply of what people say they do or what they say they believe or like or dislike. As a result of this, certain information can be obtained only in this manner. Therefore, it is important to carefully plan and prepare the questionnaire to ensure the most valid result (Thomas et al., 2011).

2.2.2.3 Analytic Tool - SAS JUMP

SAS JUMP is a statistical discovery software program. This program was used to interpret the information that was collected through the questionnaires performed in this report.

SAS JUMP provides a powerful analytical engine, which can be used for both simple and advanced analysis (SAS Institute Inc., 2013). With this software program, several graphically factors can be identified. SAS JUMP is also used to analyse relevant hypnotises and questions concerning correlation.



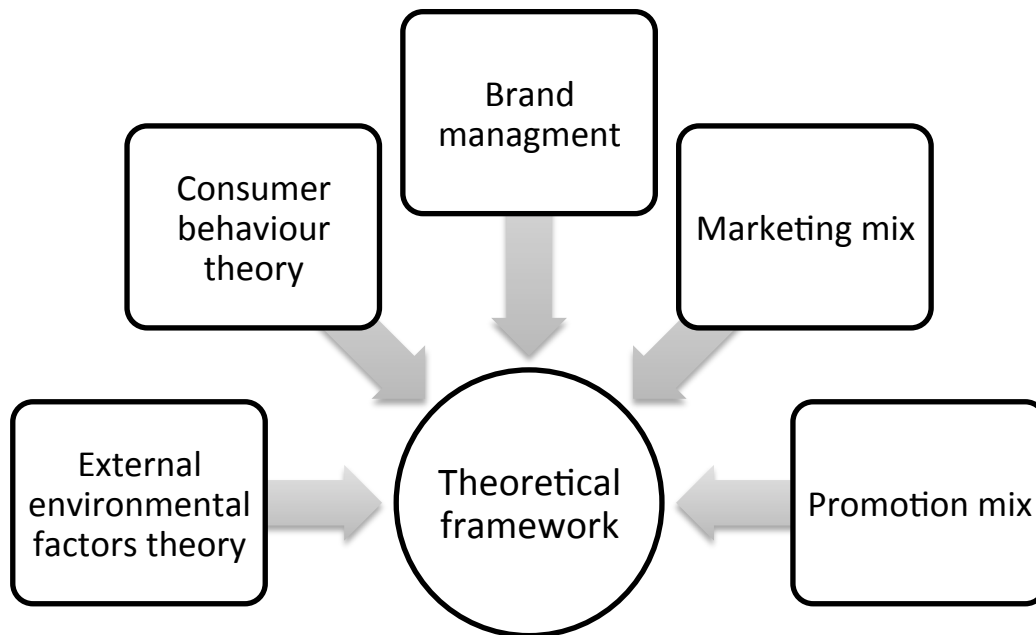
Chapter 3. Literature Review

This chapter will outline and review the theoretical framework used to conduct this project. Firstly, the frameworks connected to internal marketing promotion strategy will be presented. Secondly, other relevant models used throughout the research process will be presented.

Chapter 3. Literature Review

This literature review contains the essential theories and frameworks that have been applied to solve the research questions and further recommend an appropriate promotion strategy of HH.

Figure 3. Theoretical Framework



3.1 External Environmental Theory

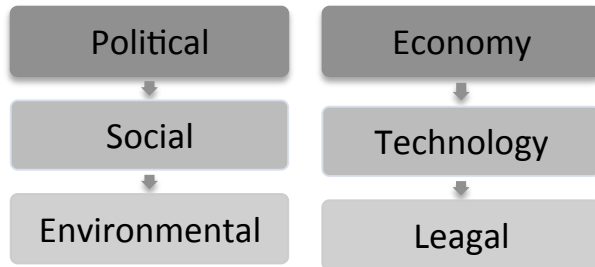
The business environment is commonly divided into three layers: the macro environment, the industry or sector and the competitors and markets (Woods, 2012). For this research project, an analysis of the environment was important in order to increase the quality of the strategic decision-making process. In the following section, the theories used to conduct this analysis will be presented.

3.2.1 PESTEL

A PESTEL-analysis looks at the environment surrounding the company at a macro-level. Through a PESTEL-analysis, political, economic, social, technological, environment and legal factors are examined (Woods, 2012). For this project, the PESTEL analysis was helpful in

order to identify the key factors that would affect the strategic choices.

Figure 4. PESTEL



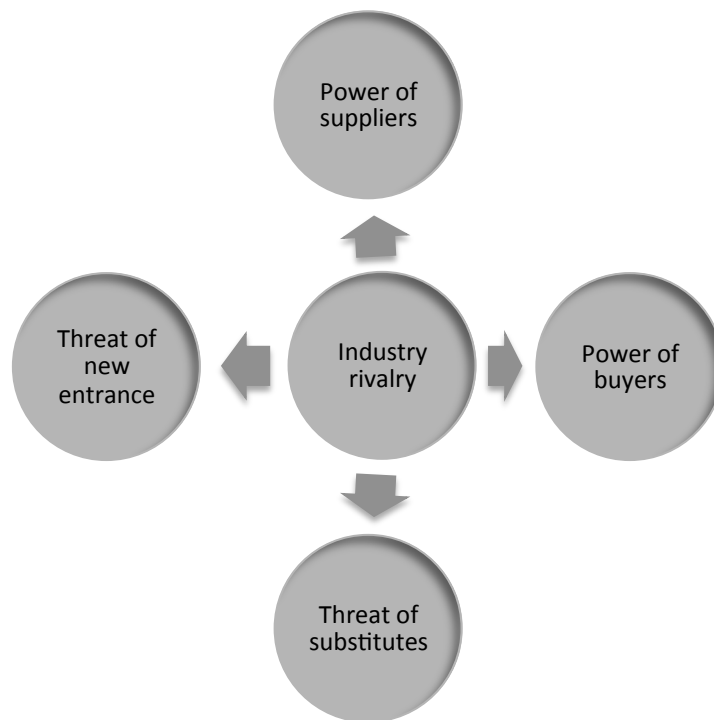
(Hulshoff, 2011)

Even though a PESTEL-analysis is a good tool, the model has received some criticism. The critics' claims that the analysis is too simplified and previous behaviors do not mean that the external environment will react and behave in the same way in the future (Hulshoff, 2011).

3.2.2 Porter's Five Forces

Michael Porter's Five Forces is a framework that helps companies to identify the attractiveness of a specific industry. The five competitive forces described in this model are; the threat of substitutes, the power of buyers, the power of suppliers, the threat of new entrance and the degree of rivalry between competitors (Woods, 2012). Identifying these will give a company a good overview of the different threats and opportunities in the industry that may affect the company's choices. Thus the five forces framework was used in order to give insight about the different forces in the industry that may have an affect on choices relating to the aim and objectives of this project.

Figure 5. Porter's Five Forces



(Griffin and Pustay, 2012)

Throughout the years, Michael Porter's Five Forces has experienced a huge amount of critique. This model was first presented to the world in 1979. Most of the critique is concerns the age of the model. The economy has changed a lot since the first publication of the model (Recklies, 2013).

3.2 Consumer Behaviour Theory

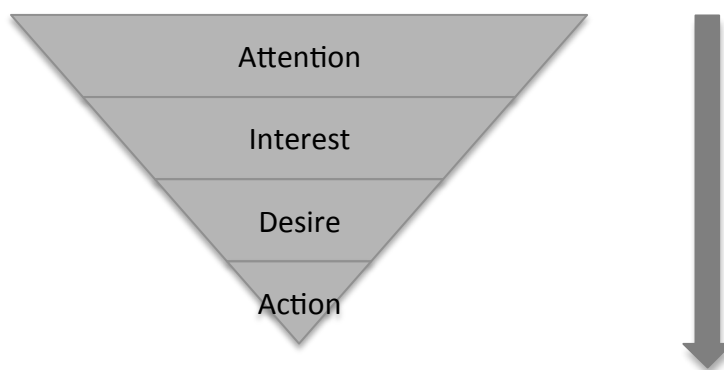
Promotion activities are targeted at specific buyers and thus the researchers found consumer behaviour theory to be useful in order to conduct the research (Griffin and Pustay, 2012). Consumer behaviour theory relates to the identifying of the target group and understanding why consumers behave in a particular way and what might effects their choices. Thus, this theory was relevant for this research project in order to understand the overall target group (the once that struggle to be active).

3.2.1 The AIDA model

The AIDA model consists of four steps: attention, interest, desire and action. These provide the steps the consumer goes through before choosing to buy a product/service. For this consultancy project, HH wanted the researchers to come up with a promotion strategy that would create awareness for the HH brand (the attention step). Thus this model was relevant in terms of helping the researchers facilitate the appropriate scope and focus when working through the research process.

Attention explains that the marketer must gain the target market's attention and inform the target market about their product/service. There are different ways to get consumers attention and the marketer needs to find the right way to do it. With attention comes interest. The marketer must get the consumer interested in their product/service to get them to purchase the product or use the service. Now, the marketer needs to create a desire for their product or service by convincing consumers that the product/service are the best solution. At last, the marketer needs to get the consumer to take part in a cognitive thinking sequence called action. They need to get the consumer motivated to take an action and purchase the product or use the service (Education Portal, 2013).

Figure 6. The AIDA model



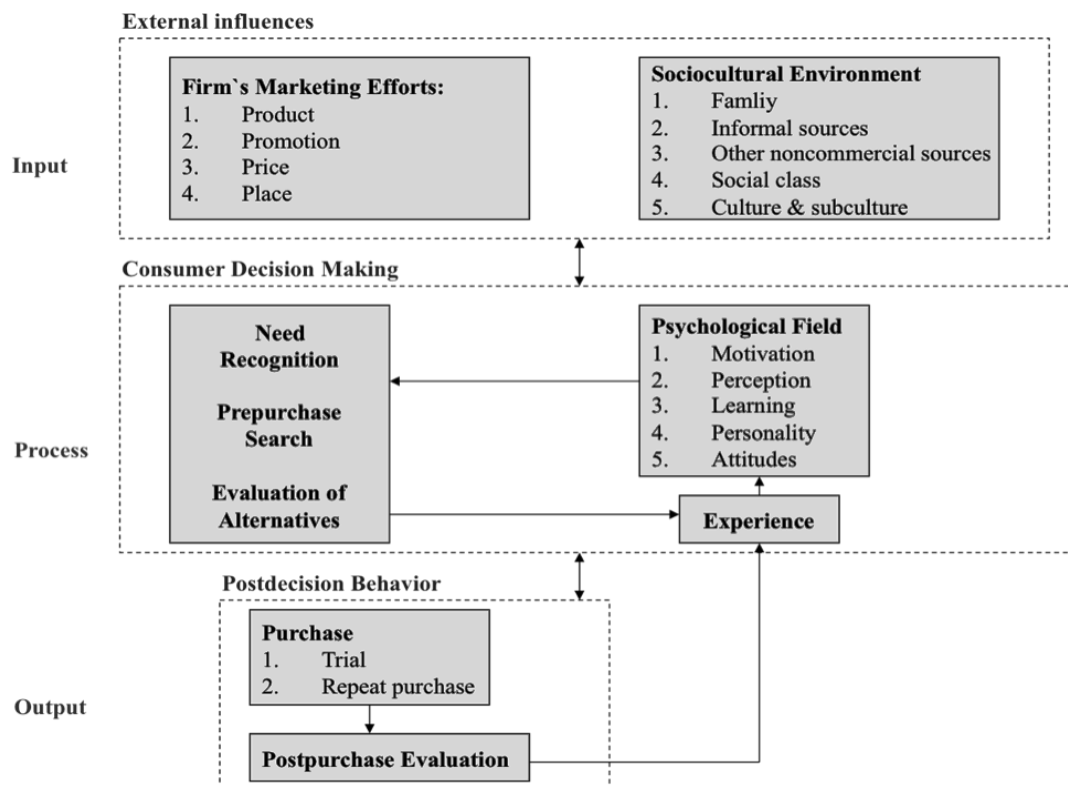
(Education Portal, 2013)

3.2.2 Consumer Decision-making Model

The Consumer Decision-making Model describes internal and external factors that might affect the segment's decision-making process. Thus, the model is helpful in order to understand what might influence the target group's choices (Schiffman et al., 2008). On the basis of this, the model was relevant for the researchers in order to successfully analyse the secondary research and primary data. In addition, it was helpful in order to develop relevant questions for the questionnaire.

A lot of people's learning takes place as the result of consumer thinking and problem solving. People usually, when confronted with a problem, search for information on which to base the decision. After this they evaluate what they have learned in order to make the best decision. The decision-making process consists of: need recognition, pre-purchase search, evaluating alternatives, purchase and post-purchase evaluation.

Figure 7. Consumer Decision-making Model



(Schiffman et al., 2008)

3.3 Brand Management Theory

For the purpose of this project, brand management theory was relevant in order to understand HH's and competitor's position, identity and image in UK, further enabling the researchers to make appropriate choice in relation creating awareness of the HH brand.

A well known definition of a brand is: *'a name, term, sign, symbol or design, or a combination of these, intended to identify the goods or services of one seller or group of sellers, and to differentiate them from those of a competitor'* (The American Marketing Association, quoted in: De Pelsmacker et al., 2010. p. 51). A simpler explanation is given by McLaughlin (2011), who suggests that: *'Your brand is what your prospect thinks of when he or she hears your brand name'*.

3.3.1 Brand identity and positioning

Brand positioning is about creating a distinct, meaningful and valued position for the brand in its prospect's mind (de Chernatony, 2010). This leads to the brand being visible and getting attention in a noisy market place, and create consumer interest and an impression. Further, this can lead to equity, loyalty and a relationship between the brand and the consumer. In general terms, brands are conceived in plans by companies as brand identity, and perceived in the minds of consumers as brand image. Aaker (2002. p. 176) explains that *'brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands'*. Thus, the importance of positioning is among others its capability to build strong brands due to the effect it has in the marketplace when perceived by consumers.

3.3.2 Brand image

In simple terms, brand image can be said to be the perception in the mind of customers about the brand and its associations (Ghodeswar, 2008). Therefore, focusing on brand image is only meaningful after brand awareness has been established. Brand image is a result of the components of brand identity, which are the distinctive or central idea of a brand. A company communicates these components by advertising and other marketing activities.

Both functional and emotional components of the brand are absorbed by the consumer and forming brand image (Meenghan, 1995).

3.3.3 Brand awareness

Brand awareness has to do with to what extent a brand is recognized by the target group and associated with a product. Brand awareness is an essential part of brand development that helps the brand to stand out from competitors (Meenghan, 1995).

3.4 The Marketing Mix

For an international firm, as well as domestic ones, decisions regarding the marketing mix, must be made (Griffin and Pustay, 2012). The marketing mix consists of variables that the marketing managers can control in order to satisfy the target group in their target market and achieve marketing objectives. The model consists of four elements: product, place, price and promotion (Smith and Taylor, 2004). This framework can analyse Helly Hansen's present marketing mix in relation to the target group. All the factors in the marketing mix are important, but because of the overall aim of this project (proposing an promotion strategy) the promotion element of the model is naturally the most relevant one (Internet Centre for Management and Business Administration, 2010).

The four P's of marketing:

Product: A product is seen as an item that satisfies what the costumer needs and wants.

One can separate the term product in to two: tangible good or an intangible service.

Intangible products are service-based products and tangible products are products that have an independent physical existence.

Place: This point mainly concerns with various methods of transporting and sorting of goods, and then makes them available for the company's costumers. It is important to get the right product in the right place to reach the target costumer of the company.

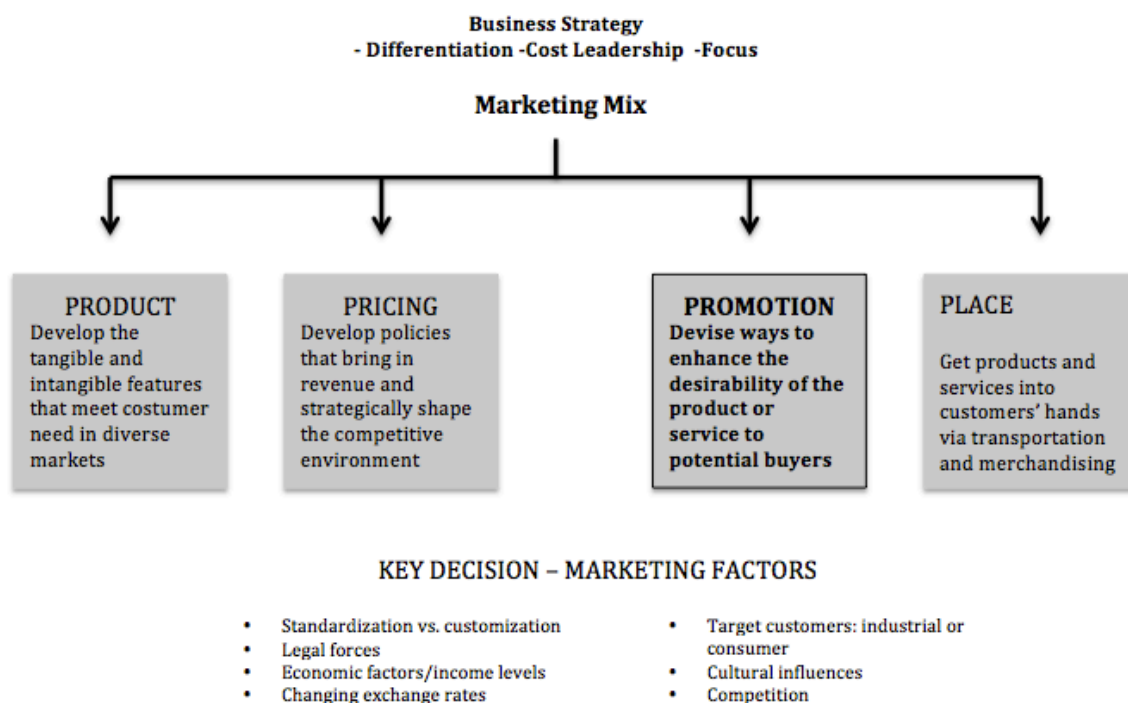
Price: Of all the aspects of the marketing mix, price is the one that generate sales revenue.

All the others are costs that the company have to pay. The price of an item is clearly an

important determinant of the value of sales. A company's pricing will vary according to time and circumstance.

Promotion: Promotion is the business of communication with the company's costumers. It will provide information that will guide them in making a decision to purchase a product or service. This element is often where most costs are made, by promoting products through different channels.

Figure 8. The Elements of The Marketing Mix for International Firms

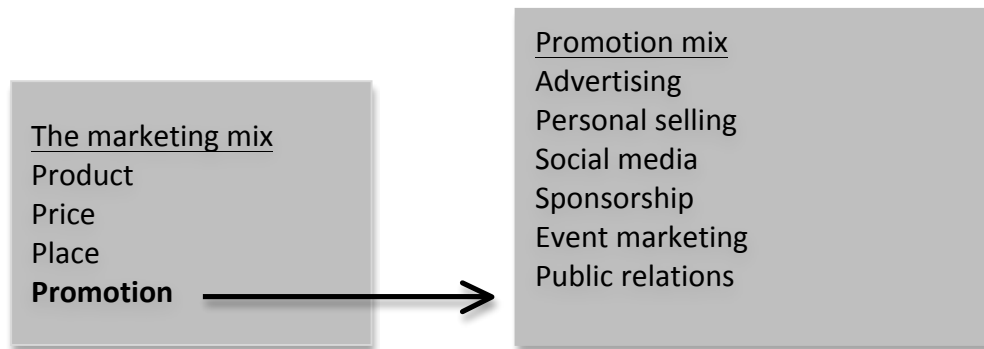


(Griffin and Pustay, 2012)

3.5 Promotion activities

There are many different approaches to promotion. The promotion mix consists of different elements that the international marketing manager can use in order to motivate the customers to buy their products (Griffin and Pustay, 2012). In the model below, the promotion activities that was most relevant for the purpose of this research is presented.

Figure 9. Promotion Mix



3.5.1 Advertising

The most common communication channel for shaping brand knowledge and brand attitude has been advertising through mass media such as television, radio, magazines, newspapers, billboards and web sites (Selnes, 2010). According to B. Joseph Pine II, advertising has decreased as a result of it being time-consuming, costly and less effective of reaching the consumer who tends to use more time on the internet, rather than looking at TV, reading newspapers and magazines (Gyro AS, 2013a). As a firm develops its advertising strategy, it must consider what message it wants to convey, the media available for sending the message, and to what extent the firm wants to keep it local or global. Thus, it is important that the firm take into account environmental factors (Griffin and Pustay, 2012).

3.5.2 Personal Selling

Personal selling involves making sales on the basis of personal contact. This promotion activity has several advantages. Personal selling, among other things, promotes close contact between seller and consumer and this personal contact will later be associated with the company. Furthermore, it is a good way to obtain market information, which can be used to develop new products or improve existing products/services. On the other hand, personal selling can be a high cost strategy, because the sales representatives need to acquire relevant knowledge and get sufficient wages (Griffin and Pustay, 2012).

3.5.3 Social Media

According to Kaplan and Haenlein (2009), social media is a group of internet-based applications that are built on the ideological and technological foundations of Web 2.0, which enables creation and exchange of user-generated content. Social media has become a groundswell that more people tag along with. Groundswell is a social trend where people use technologies to get the information they need from each other, rather than from traditional institutions like corporations (Li and Bernoff, 2011).

Companies can use social media as a marketing tool to reach out to the customer in a new and cost-effective way. The main reason for this is, in contrast to traditional marketing, that social media can have the ability to reach out to a larger amount of customers in a shorter period of time. Another benefit with using social media as a marketing tool, is that it may increase the dynamic of word of mouth. Positive word-of-mouth has high impact on a brand, as friends are more trusted than commercial advertising. A recent survey, including consumers generally, showed that seventy three per cent said they relied on recommendations from friends and acquaintances, and more than half relied on recommendations from strangers (Li and Bernoff, 2011).

However, when using social media channels such as Facebook, Instagram and Twitter as a marketing tool, it is important to be clear about the message (brand identity) the company wants to convey, in order to make sure that the customers perceive (brand image) the company the way they want (Li and Bernoff, 2011).

3.5.4 Public Relations

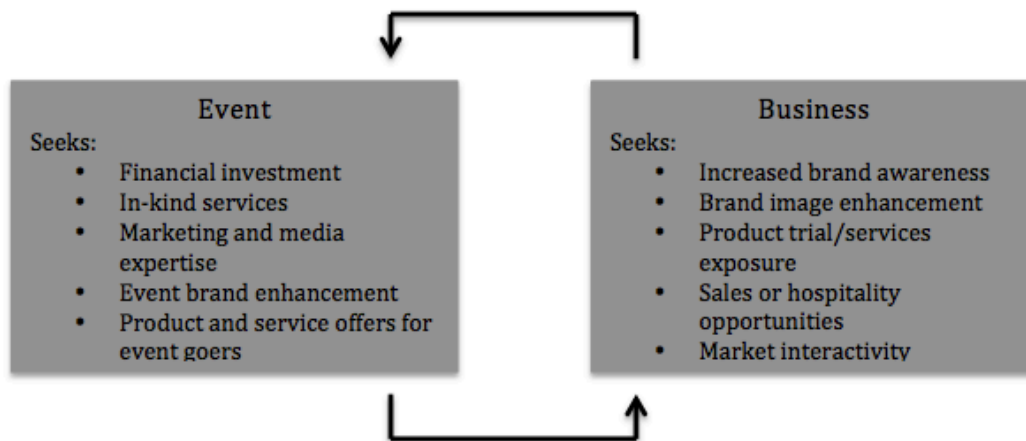
Public relations (PR) can be explained by three key words; communication, relationship and reputation. When a company use PR as a communication channel, a person who works in public relations, works for the company in order to help them look after their relationships with people that are important to them. Communication between a company and their stakeholders can be good or poor. Any company will avoid poor communication as it can affect the company's reputation and hurt its business. A PR practitioner helps the company to plan and manage the communication so it is structured, clear and purposeful (Pria, 2013).

3.5.5 Sponsorships

Sponsorship can be defined as *‘an investment in cash or kind in an activity, in return for access to the exploitable commercial potential associated with this activity’* (de Pelsmacker et al., 2010, p 369). Furthermore, it is an integrated part of the communication effort, with explicit communications and commercial objectives. When it comes to marketing communication objectives, awareness and image building seems to be the objectives most often achieved through sponsorship (de Pelsmacker et al., 2010).

In connection to the aim with this project, sponsorship of events will be of interest. Sponsorship of events can be a great way for a company to build new business relationships, reach event attendance and demonstrate products. However, it is important that there is a clear understanding between the event managers and the sponsors when it comes to their mutual expectations (Allen et al., 2011). In the model below, the exchange relationship in event sponsorship is presented.

Figure 10. Exchange Relationship in Event Sponsorship



(Allen et al., 2011, p. 332)

For more on advantages and disadvantages regarding sponsorship, see Appendix 1.

3.5.6 Event Marketing

Event marketing is almost the same as sponsorship, except that it is limited to a single event rather than an on-going relationship (Rosenbaum-Elliot et al., 2007). It is a type of PR activity, and can be defined as *'using a number of elements of the promotion mix to create an event for the purpose of reaching strategic marketing objectives'* (de Pelsmacker et al., 2010, p. 370).

Events can be classified in terms of audience size, the company's motivation for hosting the event and event characteristics. Events can either be public or private, profit or non-profit. The key motivations for producing an event are economic, social and political. When organising an event, it is important that the event agency takes the stakeholders needs into consideration. Stakeholders may include media, supplier, audience, sponsors, local communities and so on (White and Van der Wagen, 2010). External events are used to communicate sales messages to the customers directly and effectively. These events can also be used to create awareness around new product/services and it is a great way for a company to maintain a presence in specific markets (Allen et al., 2011). Thus, event is relevant for the purpose of this project.

When marketing social events it is important that the company develops an IMC strategy (Integrated Marketing Communications). IMC involves coordination of different promotional elements and marketing activities that communicate with a company's consumers. The development of IMC strategy depends on an effective SWOT- and PESTEL analysis, as well as research about competitors, consumers and stakeholders (Allen et al., 2011).

To create enthusiasm at an event, it is important that the event is based on **Knowledge, Ownership and Motivation**. The event must strengthen old or give new knowledge about the company it is promoting. The participants/audience must leave the event with more knowledge about the products and the brand than they had before they came. It is important that the people working at this event, on the behalf of the company in question, feels an ownership to the brand, the organisation and the event. This will increase enthusiasm among the participants/audience. The employees need to be proud of the event. The event must also provide the participants/audience with motivation to be there.

This can be in form of having activities, food, drinks, entertainment that is fun, which makes people want to be there (Gyro AS, 2013b).

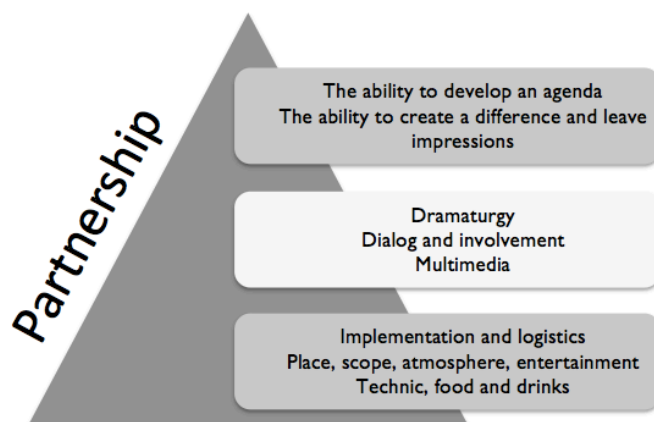
Figure 11. Enthusiasm



(Gyro AS, 2013b)

A consultancy company (PR agency, Event agency, Advertising agency and so on) can be involved in the promotion process in different ways. At the bottom of the pyramid, the involvement is only based on the implementation and logistics. They are only part of the end steps of the strategy. At the top of the pyramid, there is full involvement. Here, the consultants do most of the planning and production of the strategy. They might make a web page, the logo and posters. If it is an event, they find the place and they invite people on behalf of their employer. Thus, they are involved in the whole process from start to finish (Gyro AS, 2013).

Figure 12. Event Partnership



(Gyro AS, 2013b)

For more on advantages and disadvantages regarding event marketing, see Appendix 2.

3.6 The Evaluation of Events and Sponsorships

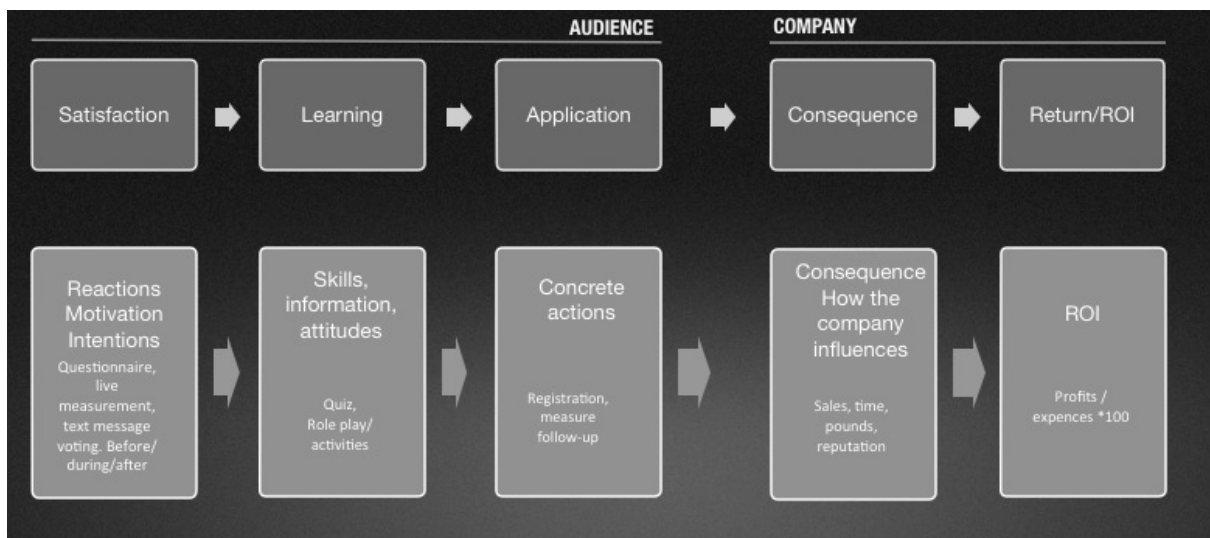
It is highly important that a company evaluates the promotion strategy and makes a plan for what they are going to do further. The evaluation process is about judging the value of an activity and assessing whether or not it has achieved what it was set out to do. Evaluation is important to determine whether the activity has achieved its objectives, what has been achieved, what worked and what did not work.

Interventions often have multiple partners, representing a range of different motivators and drivers. First, it is important to clarify what you, your organisation, funders and participants value about the project. This will influence what define the success, what is seen as the project's strength and weakness, how these can be measured, who pays for the evaluation, who analyses the information and how the results are shared.

The evaluation is for those involved in delivering and managing the service, the community and people served or affected and policy makers, commissioners or funders.

There are three types of evaluation within this step: formative, process and impact/outcome. Formative evaluation is during the project's development stage. There is potential for the project messages to be misunderstood or inappropriate. It analyses if the target group understands the language and images, and anticipate possible unforeseen outcomes. Process evaluation describes what happens when a project is implemented. It may show if you have done what you said you would do, what worked well, what did not, demonstrate progress to stakeholders, and can inform practice. Process evaluation may lead to costs when it shows that the project does not work, use resources which could be used for project implementation and be time consuming. Outcome evaluation focuses on the various impacts of the project over time (Department of Health and Sport England, 2013).

Figure 13. Evaluation Process



(Gyro AS, 2013b)

Return on Investment (RIO)

RIO measures the financial return of the investment for the event. The company should develop one RIO for each stakeholder. The size of RIO will differ according to event size (Allen et al., 2011). RIO can also be used to measure the direct relationship between sponsorship and product sales (Van der Wagen and White, 2010).

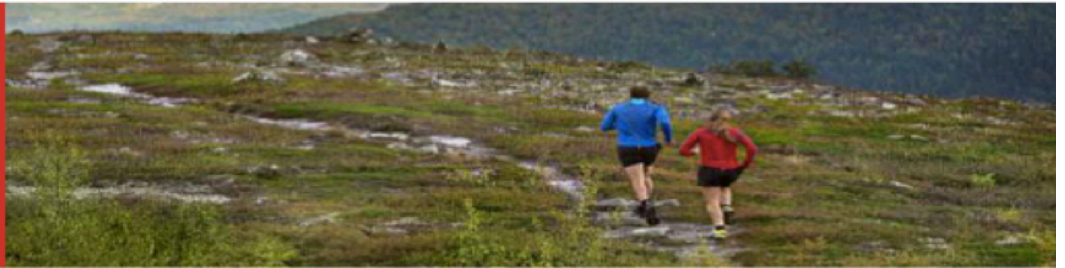
For complementary information related to the Literature Review, see Appendix 3.

PART 2 – DATA COLLECTION

Chapters:

4. Company Analysis
5. External Analysis
6. Physical Activity Patterns in the UK
7. Expert interviews
8. Questionnaire





Chapter 4. Company Analysis

This chapter provides information about the HH Company.

Chapter 4. Company Analysis

4.1 Finance

In 2010, HH reported increased sales in every division of the business. Operating revenue increased ten per cent compared to the year before, to NOK 1,656 million (€210.9m). In 2011, HH also reported strong growth. EBITBA¹ went up almost fifty per cent, following a seventeen per cent increase in revenues to \$275 million. In the first quarter of 2012, revenue grew by nearly fifteen per cent. This is mainly due to the combination of revenue gains and improvements in processes and reduced operating cost (Helly Hansen, 2013).

4.2 Product Portfolio

HH offers a wide range of sport-, training- and leisure apparel, footwear and accessories, as well as products to industrial work that requires high protection (Helly Hansen, 2012). To make sure that the consumer stays dry, warm and comfortable, HH uses the 3-Layer System™, consisting of dressing from the inside and out: baselayer, midlayer and outer layer. The technical material they use in the baselayers is LIFA, a stay dry technological fabric. The midlayer is made of Propile, which is the origin of modern fleece that offers a lot of warmth for little weight. They also use Polartech Fleece, which is a famous manufacturer of fleece. For the outer layer, they use Helly Tech that makes sure the gear is waterproofed (Helly Hansen, 2012). HH's products are sold at a medium high price, making it an 'exclusive' brand. They are in a higher price range than other brands like Adidas and Puma.

4.3 Target Audience

Helly Hansen is divided into Outdoor Performance, Industrial Work-Wear and Survival. The largest division is outdoor performance, supplying technical apparel and footwear for outdoor sports to the consumer market. Industrial Work-wear and Survival appeals to the business-to-business market (Hamre et al., 2010). This report will focus on training apparel, as HH want to be the leading tech-training brand in the UK by 2015. HH targets three types of consumers: core athletes and adventurers, individuals and businesses. Athletes and

¹ EBITBA: Earnings before Interests, Taxes, depreciation and Amortisation.

adventures demands apparel that gives them full protection from the environment, and contributes to top performance. To individuals, HH offers apparel for both genders, suitable for outside activities. HH only provides apparel for children in the skiing division (Helly Hansen, 2012).

4.4 Marketing Strategy

The aim of this section is to give an overview of HH's current marketing strategies in the UK.

4.4.1 Marketing Campaigns

HH is currently running a marketing campaign called 'The Catwalk'. In the campaign, HH differentiates them selves by using different outside environments as a runway for their cloths. The runways are found in the mountains, in the forests and by the ocean. In addition to this, HH have also chosen to use 'the man in the street' as models in the campaign, rather than professional models. This is to emphasise that HH apparel is for everybody, regardless of size, shape, culture and so on. HH want to create the feeling of when you hike, run, bike or ski in the nature, you are doing it on a catwalk, and displaying the apparel you are wearing to the surroundings (Helly Hansen, 2012).

4.4.2 Events

Creating and sponsoring events has become one of HH's main marketing strategies in the UK.

HH Events

In 2012, HH held 'The HH Beauty and the Beast challenge', which is an off-road marathon that took place at Stoner Park in Oxfordshire. The idea behind the event was to create a tough and demanding course with a steep long uphill, and mix it with spectacular nature surroundings. The fantastic nature reflects the beauty, and the challenging course reflects the beast, thereby the name: 'Beauty and the Beast'. The event is built on the saying: '*At the heart of all Beauty lies a beast but in the heart of all Beasts lies untold Beauty*'. There are five different ways to complete the marathon. It is either a full marathon, half marathon, teams

of two, teams of three or teams of six. Each lap of the course is 4.4 miles. HH considered the event as successful with its four hundred and fifty competitors, and is planning for it to take place again in 2013 (Helly Hansen, 2012; Helly Hansen, 2013).

When recommending a possible event for HH, the financial aspect of the event will be based on the numbers from the 'Beauty and the Beast' event:

Table 1. Event Budget

Costs	
Management Fee	£ 6000
Event Tee Shirts	£ 2000
Charity Contribution	£ 1750
Event Prizes	£ 1500
Filming and Photography	£ 1000
Advertising and Promotions	£ 25 000
Onsite branding and promo items	£ 16000
Training Days	£ 4000
PR Fee	£ 6500
Total budget	£ 63 750

Management fee covered: Logistics, course marking, health and safety, permission to run event, contracts, website, printing on event Tee's and coordinating other event partners.

Advertising and promotions: Facebook campaigns, advertorials and online campaigns with Men's Health.

Onsite branding and promotions: Xgloo tent, inflatable arch, inflatable branding, fence scrim, items in goody bags.

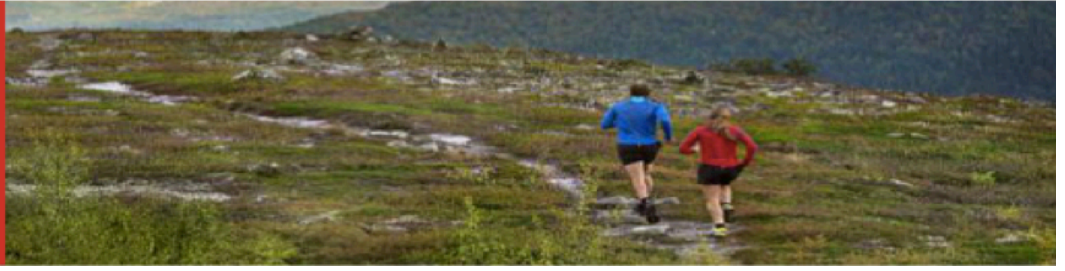
Training days: Tied up with 'for-goodness-shakes' and held two training days for journalists that was competing, to help with training tips.

Sponsorship of Events

In addition to creating their own events, HH is also sponsoring other events, like 'the RunLiverpool marathon' and 'Walking with the wounded'. For the RunLiverpool Marathon, HH is the official 'on body' sponsor. As an 'on body' sponsor, they have created an official merchandising range, consisting of performance jackets, fleeces and polo's. In addition, HH also provide kits to the race staff, volunteers and marshals. HH currently have a two-year deal with Liverpool Marathon. The first marathon with HH as a cooperation partner was in 2012, with thousands on contestants, both professionals and non-professionals. By being an 'on body' sponsor and supplier of apparel, HH was able to gain publicity from the contestants, the staff and the spectators. In 2013, the number of contestants is expected to be around ten thousand (Helly Hansen, 2012).

Walking With The Wounded (WWTW) is a program that raises funds in order to help wounded men and women from military services to find careers. To raise awareness, the team arranges extreme challenges like walking to the North Pole and climbing Mount Everest. The mission is to inspire and encourage other wounded and raise funds to support them. HH provides the WWTW team with high quality, protective gear, to protect them against the extreme environment (Helly Hansen, 2013; Walking with the wounded, 2012)

In order to promote the events and create awareness around them, HH has primarily used social media platforms like Facebook, YouTube and Twitter as communication channels.



Chapter 5. External Environmental Analysis

This chapter looks into the current situation in the macro environment and the UK sports apparel industry. Following from this, this chapter will further look into the main competitors. Because of the scope of the project, the main focus for this part will be on the promotion element of the marketing mix. With this focus, this chapter aims at answering the following research questions:

2.10 How is the competitive environment and what marketing activities are HH's competitors doing?

2.11 What macro environmental factors might affect the choice of promotion strategy?

Chapter 5. External Environmental Analysis

In order to develop a suitable promotion strategy, it is important to look into the various dimensions of the UK environment that is likely to affect the company's choices with relation to promotion.

5.1 Marco Environmental Analysis

5.1.1 PESTEL analysis

The aim of this section is to present the findings from the PESTEL analysis of UK that may influence choice of strategy.

Political factors

Many different political organisations work with promoting a healthier lifestyle in the UK. One of these organisations is the National Health Service (NHS), which provide health care for the public. 'Change for Life' is a program within NHS. This program focuses on changing people's perception, in order to live a healthier lifestyle. The 'Change for life' program is directed at adults as well as children (Change for Life, 2013; NSH Choices, n.d.). Such programs are important factors in increasing the knowledge regarding physical activity among the population. This is considered to be a medium opportunity for HH, as increased knowledge on physical activity will promote a healthier lifestyle, which again can result in people buying more training apparel.

Economical Factors

The unemployment rate in the UK in 2012 was 8.3 per cent. This is an increase compared to 2011 (Mintel, 2013). A high and increasing unemployment rate can lead to a weaker overall income and thereby a decrease in the overall demand, including the demand for training apparel. This is considered to be a large threat for HH, as a decrease in available economic resources will affect people's purchasing power.

Socio cultural factors

In the last couple of years, there has been an increase in the amount of information given in order to improve people's awareness of the importance of exercise and a healthy diet. This has been focus in many communication channels in media. Social media is also an important factor to improve awareness. With focus on exercise and a healthier lifestyle, people improve their life quality (Lewis, 2012; Mintel, 2013). This is considered to be a large opportunity for HH. With a better awareness of the importance of physical activity, people can increase their purchase of training apparel in order to exercise and live a healthier lifestyle.

There is generally a rising level of people exercising. Therefore, it is considered to be a large opportunity for HH as the demand for sports apparel can also increase. However, in the last couple of years, there has been an increase in people exercising indoors and at gyms. An increase in exercise level can benefit the sports apparel industry due to more demand after apparel. An increase in indoor training can be a threat to HH, if this results in a decrease in outdoor sports apparel, which is what HH specialises in.

With the increased attention to online communication strategies, companies have the possibility to reach a broader audience by using social medias such as Facebook, Twitter, Instagram, YouTube and so on. These strategies are low-cost. For HH, this is an opportunity. HH can actively use social medias to give consumers general information and about what is new, without using huge amounts of capital. This is considered to be a medium-large opportunity for HH.

Environmental factors

With the increasing awareness of ethical and environmental issues, HH needs to develop and focus on a CSR strategy. Having a good CSR program can help to increase the reputation and publicity of the brand. If the company does not have any CSR program, it may change the public's opinion about the company. For HH, this is considered to be both a large opportunity and threat.

Legal Factors

The European Union's four freedoms (people, services, capital and goods) facilitates trade among member states. World Trade Organisation (WTO) is constantly working on improving worldwide trade agreements. The global development of trade agreements is considered to be a large opportunity for HH to expand to new markets.

5.2 Industry Analysis

The aim of this section is to conduct an analysis of the UK sports apparel market. Porter's Five Forces will be used to describe the industry and factors that can affect HH.

HH operates with both men's- and women's wear within the sports clothing and footwear industry. The total market is valued at £4.8 billion in 2011. With a steady growth of eighteen per cent since 2006, the market is estimated to be worth £5.9 billion by 2016. Seventy two per cent of the total sales come from sports clothing and twenty eight per cent from footwear. The market has experienced some downturn due to the financial crisis, however, the industry has managed to recover quickly after the falling profits in 2009 (Intel, 2013). The industry consists of many major competitors (Key Note Publications Ltd., 2012).

5.2.1 Porter's Five Forces

Michael Porter's five forces analysis is a framework for industry analysis and business strategy development. The framework takes a deeper look into four different forces that can determine the competitive intensity and the attractiveness of the market. The model contains the following elements: Rivalry among existing competitors, Threat of new entrants, Threat of substitute products or services, Bargaining power of suppliers and Bargaining power of buyers (Solberg, 2009).

For the purposes of this report, the market was analysed taking sports apparel manufacturers as players, sports retailers as well as individual consumers as the key buyers and raw material providers as the key suppliers.

Table 2. Porter's Five Forces for the Sports Apparel Industry

Five forces of Competitive Rivalry		
The threat of entry	<ul style="list-style-type: none"> - With the forecast of eighteen per cent growth through 2016, the market will become more attractive for new entrants. However, the threat of new entrants depends largely on the industry entry barriers (Intel, 2013) - Strong brand names, customer loyalty and reputation of market players - The need for technological innovations indicates large amounts of expenditure in terms of research and development. The amount of research and development expenditure and technical standardisation amongst the top players will require new entrants to invest large sums of capital in order to be able to compete in these areas. - Good distribution and transportation networks are required to compete effectively in this industry. This may be costly for new entrants. 	Moderate threat of new entrants
The threat of substitutes	<p>Analysing the substitutes, it is important to bear in mind that the main competitors in this market, offer products within two components of the industry, clothing and footwear.</p> <ul style="list-style-type: none"> - Sportswear substitutes will include fashion brands offering 'comfortable' and 'sporty' clothing and footwear. - Companies offering fake sports brands for lower prices are a factor that is increasingly affecting established sports equipment companies. - Technology and innovation are vital factors in this industry. The ability of manufacturers to differentiate their products in these ways somewhat decreases the threat of substitutes. 	Moderate threat of substitutes
The power of buyers	<ul style="list-style-type: none"> - The sports equipment market has seen a great deal of forward integration in recent years as sportswear manufacturers have successfully branched out in to retail (Ebscohost, 2010). This direct distribution channel will decrease the buyer power of the pure retailers in relation to the manufacturers, due to the fact that 'consumer loyalty is often towards a particular manufacturer brand, rather than to a retailer' 	Moderate power for buyers

	<p>(Ebscohost, 2010).</p> <ul style="list-style-type: none"> - However, there is also a risk of backward integration by retailers. Some general sports retailers are now offering their own brands to customers. This is a factor that will increase their buyer power in relation to manufacturers. - Due to low switching cost for consumers, their power increases. 	
The power of suppliers	<ul style="list-style-type: none"> - Increased globalisation and opening up markets around the world will lead to greater opportunities to outsource production in order to take advantage of low cost production. This decreases the bargaining power of suppliers due to the large amount of low cost suppliers available in diverse geographical locations. The opening of markets will also make it easier for companies to expand and introduce their products to new geographical markets. - However, increasing environmental and ethical concern among buyers may decrease the power of those suppliers that are not conscious of the environment and working conditions for employees, as consumers will switch to different suppliers. 	Weak power of suppliers
Competitive Rivalry	<ul style="list-style-type: none"> - The forecasted growth rates for the industry means increased demand. This can somewhat weaken rivalry because the number of customers increases. - Several major actors have strong positions in the market. This increases rivalry. - Competitors specialises highly within the same range of products – clothes and footwear. This increases rivalry. - Differentiation from one actor can decrease rivalry from others. 	Moderate to high rivalry among competitors

5.3 Competitors

The aim with this section is to analyse HH's main competitors in the UK market. Because of the scope of the project, the main focus was on their use of different promotion activities. Marketing and promotion activities are vital for any sports brand, and a tool that is widely used in the industry in order to increase brand awareness and customer loyalty. A widely used marketing initiative in the industry is the use of famous sports personalities and celebrities to increase corporate image and brand reputation.

The three main competitors in the marketplace are Nike, Adidas and Puma.

5.3.1 Nike

The sportswear group Nike Inc. was founded in 1964, and has since then managed to become the world's leading designer, marketer and distributor of authentic athletic footwear, apparel, equipment and accessories for different kinds of activities. Nike operates in ten different categories, such as: Run, Football, Basket and so on. Nike has their main base in Beaverton, Oregon, but has sales offices all over the world (Nike Inc., 2012).

Distribution

Nike has several brand stores all over the UK. In addition to the brand stores, Nike has a flagship store located in Oxford Street, London. Nike products and equipment is also being sold at other sports related stores around the UK, such as Sports Direct, JD Sports, Up and Running and so on (Nike Inc., 2012).

Brand image

Nike has an attractive brand image. Nike has created an image based on products with good quality, as well as cool urban design. When launching a new piece of equipment or product line Nike always uses world-class athletes in different type of sports. People often associate Nike with the athletes that promote the equipment. Nike is using a lot of colours in their designs, which makes the brand exiting. Nike is also an innovative brand, both when it comes to equipment and marketing campaigns (Nike Inc., 2013; MarketLine, 2013).

Promotion activities

Nike actively uses events as marketing communication. Most of Nike's events have been circulated around London. The biggest events they have arranged are 'Run to the beat' and 'Nike Flyknit Run' (Nike Inc., 2013).

'Run to the beat' is London's biggest half marathon. In 2012, over twelve thousand contestants participated. This year, Nike expects around nineteen thousand contestants. The course of the half marathon is 13.1 miles, with the start and finish in Greenwich Park. The idea behind the event is that a DJ will play motivational music as you run. This music will help you run faster and create a good atmosphere around the course and at the finish line. Every contestant receives a free Nike Dri Fit running shirt in the colour of the theme of the event (Run to the beat, 2013).

The 'Nike Flyknit Run' is an event located at Somerset House in London. The idea behind the event is for runners to come and try the Nike shoe Flyknit Lunar1+. At the event, Nike will have a product expert to consult the runners one-to-one. You will also be able to steam and customise the shoe to your feet (Nike Inc., 2012).

In addition to these events, Nike has also successfully used sponsorships to link themselves to famous sports people and events like 'The British 10k London Run' (Bull, 2013; Run to the beat, 2013; The British 10k London, 2013) In 2012, The British 10k London Run had over twenty-five thousand people run the 10k route. The route goes through the centre of London. The event also contributes to raising millions of pounds to different charities (The British 10k London, 2013).

The use of marketing campaigns is another important element of Nike's marketing strategy. An example of this is the Nike+ campaign. This is a campaign with focus on making people run. Within the campaign, Nike has created the Nike Run Club (Nike Run Club UK, 2012), which is a weekly running program that gathers people in different cities across the UK to meet and run. Another program within the Nike+ campaign is 'Run the elements', which is a program to motivate people to run in every type of weather and condition. Nike encourages

people to upload a picture from a run (which they have tracked via the Nike+ app) to Facebook, with a hash tag (for example #cold) of the condition (Nike running UK, 2013). The current marketing campaign is called 'Make it count'. The campaign is about stepping it up, achieving goals, and making it count. This campaign features a lot of famous English athletes such as Jack Wilshere, Mo Farah, Mark Cavendish and Paula Radcliffe (Duncan, 2012).

To promote the marketing campaigns and events, Nike predominantly uses social media. Nike is big on the social media platform. The social media platforms they use are; Facebook (12,5 mill 'likes'), Twitter (1 mill followers), YouTube, Instagram (1,2 mill followers) and mobile apps like the Nike+ and so on (Facebook, 2013, YouTube, 2013, Instagram, 2013; Twitter, 2013).

5.3.2 Adidas

Adidas was founded in 1949 in Germany, and are one of four subsidiaries under the Adidas group. The Adidas group consists of Reebok, Taylormade, Rockport and Adidas. Adidas are currently one of the biggest sports apparel manufacturers in the world. Their product range consists of thirteen different categories such as, Streetstyle, Football, Basket, running, tennis, and so on (Adidas Group, 2013).

Distribution

Adidas sells their products in the UK through brand stores and sport retailers. They have three different stores: Adidas Store, Adidas Originals Store and Adidas Outlet Store. Sport retailers that also sell Adidas products are sports stores like Sports Direct and JD sports (Adidas, 2013).

Brand image

The brand image of Adidas is quite similar to Nike's. They emerge as a 'cool' brand, with high-quality products. They use a lot of colours their product line to create a cool, urban look to both products and marketing campaigns. They want to help their athletes make their personal impossible, possible. Adidas is considered to be a steady performer in the sports

equipment market, and the brand image reflects this. The well-known 'three stripes' of Adidas is something the people relate to the brand, and are part of the brand image. Adidas approach can be categorised in five words: Faster, cooler, stronger, smarter and natural (Adidas, 2013a; MarketLine, 2013a).

Promotion Activities

Adidas uses large amounts of resources on marketing. During the summer Olympics in London 2012, Adidas sponsored a number of British athletes, like Jessica Ennis, Victoria Pendleton and Louis Smith, to wear Adidas clothing during the games (Davies, 2012). This gave Adidas massive exposure during the Olympics. Adidas has also been sponsoring different football players in Premier League, and thereby got them in Adidas advertisements.

Adidas has done a lot of events and marketing campaigns in the UK and the world in general. Some of the biggest events is 'The Silverstone half marathon', the 'Adidas Women's 5K Challenge' and the new 'Thunder Run 24hr' (Adidas Thunder Run, 2012). 'The Silverstone half marathon' is arranged at the famous Silverstone racetrack located in Northampton. All of the 13.1 miles of the course is done by running around the racetrack. In 2012, the race had over six thousand contestants. The event also raises money to charity (Adidas, 2013a).

'The Adidas Women's 5K Challenge' is a run, which is located in Hyde Park, London. The purpose of the event is to raise money and awareness of breast cancer. Women of all ages are welcomed to join the event. The event also attracts some professional runners. Almost twenty thousand females attended the race in 2011 (Adidas Women's 5K challenge, 2013).

'Thunder Run 24hr' is a new event hosted by Adidas. 2013 will be the first year of the event. This is a race where you, solo or in a team of 2-8, run an off-road track for 24 hours. Runners must complete the 10km circuit before switching to a teammate. There must be one member of the team on the track at all times. The track is a 10km circuit located in Catton, Derbyshire. The race is popular and it is full booked (Adidas Women's 5K challenge, 2013).

Marketing campaigns has been the main focus for Adidas in the world in general. One of the previous marketing campaigns is the 'All Adidas campaign'. The purpose of the campaign is for Adidas athletes to go 'all in' in everything they do: all in on training, all in on living and all in on socialising. As a communication strategy for the campaign, Adidas has linked themselves to famous people like Katy Perry, Derrick Rose and Lionel Messi, who are featured in the campaign's commercial (Adidas, 2013a).

Another campaign is the 'Adidas Boost campaign'. This is a campaign with a purpose of taking up the fight with Nike, Asics, and so on, in the case of running shoes. The idea is to give all Adidas' running equipment a boost. As a sponsor for the Great Britain Olympic team, Adidas enjoyed great success. Their 'taking the stage' campaign made Adidas one of the sponsor winners at the Olympics, and got a lot of positive sentiment as the games progressed (Adidas, 2013a; Joseph, 2013; Parsons, 2012).

To promote events and marketing campaigns, Adidas predominantly use social media. They use medias such as; Facebook (13,1 mill 'likes'), Twitter (188k followers), Instagram (200k followers), YouTube and mobile apps like Adidas MiCoach (Facebook, 2013a; Twitter, 2013a; Instagram, 2013a; YouTube, 2013a; Adidas, 2013).

4.3.3 Puma

Puma was founded in Germany in 1924. The Puma group also owns two other brands; Cobra golf and Tretorn. With their long heritage and their eager to succeed, The Puma group has established themselves as one of the leading companies in the industry. Puma operates in fourteen different categories, such as football, running, golf, cricket and motocross (Puma, 2013).

Distribution

Puma sells their products through four Puma stores in the UK, with one store in Glasgow and three stores in London. Puma also distributes their products through other sport stores like JD sports, Sports Direct and so on (Puma, 2013)

Brand image

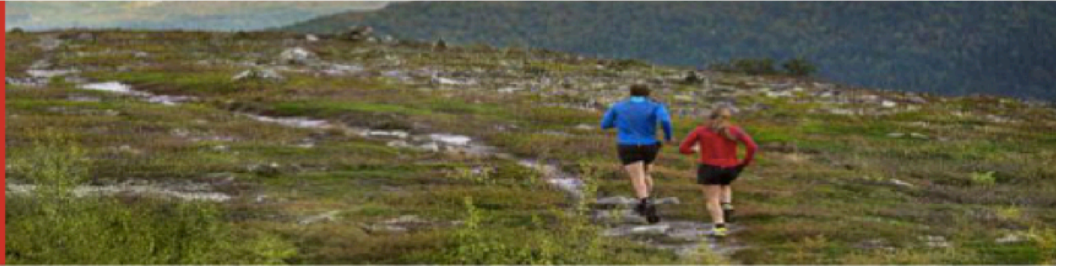
Puma has a somewhat different brand image compared to Nike and Adidas. Puma has a playful brand image, with products that are colourful and fun. The company wants to mix the influence of sports and lifestyle in a joyful way with the overall aim to contribute to a better world. Other brands are often talking about blood, sweat and tears when performing sports, Puma on the other hand thinks that there can not only be rewards. Puma have a focus on the moments of joy on both sport and life in general (Puma, 2013; MarketLine, 2013b).

Promotion activities

Puma focuses on promotion activities through TV, Internet and social media campaigns. However, in the UK, Puma is also marketing a 'Bolt Speed Day Around the Country' event. This is a 'travelling' event, which is held in different cities around the UK. The idea of the event is to challenge participants to run a specially designed 10-metre track. A laser speed trap will record the time, and the fastest ones will get their time up on the world leader board (Puma, 2013).

One of the marketing campaigns Puma has used is 'the Worlds Fastest Purchase', in cooperation with Usain Bolt. The idea behind the campaign is that you get a time stamped ticket when you enter a Puma shop. Further, how fast you decide to buy your shoes, decides how much discount you will get. Another marketing campaign is 'the Nature of Performance'. The purpose is that the consumers should use Puma's products to improve performance and make exercise and running an everyday routine. As a part of the campaign, Puma launched a new collection of performance gear with shoes and clothes (Leigh, 2012; Sportindustry, 2013).

To promote the campaigns and to create awareness around Puma, Internet, TV and social media are used. Social media platforms they use are; Facebook (9,1 mill 'likes'), Twitter (118k followers), Instagram (62k followers) and YouTube (Facebook, 2013b; Twitter, 2013b; Instagram, 2013b; YouTube, 2013b).



Chapter 6. Physical Activity Patterns UK

This chapter presents insight into physical activity patterns in the UK. Thus, this chapter is aimed at finding answers to the following research questions:

- 1.1 How is the situation regarding physical activity in the UK?
- 1.2 What are the different activity habits and patterns in the UK?
- 1.3 Are there any differences in activity patterns in relation to age, economy, social status and so on?
- 2.1 What alternative, outdoor routes of training are there?
- 2.2 What characterises families living an active versus an inactive lifestyle?
- 2.3 What might be the motivations and attitudes affecting the physical activity level of parents?
- 2.4 What might be the barriers related to physical activity for families?

Chapter 6. Physical Activity Patterns UK

The aim with this section is to gain a basic understanding for the concept of physical activity in the UK market. The first objective will be to present and interpret definitions of what physical activity is. The second objective will provide an overview of physical activity habits in the UK, also exploring possible barriers to it. Lastly, an analysis of the findings will be carried out, with the aims of concluding on how the information gives insight to what might be an interesting segment to look further into when continuing the primary research. Thus taking into account HH request to reach out to a segment that is in some way is struggling to be active for their next event.

6.1 What is Physical Activity?

The World Health Organization (WHO) defines physical activity as '*any bodily movement produced by skeletal muscles that requires energy expenditure*' (World Health Organisation, 2013).

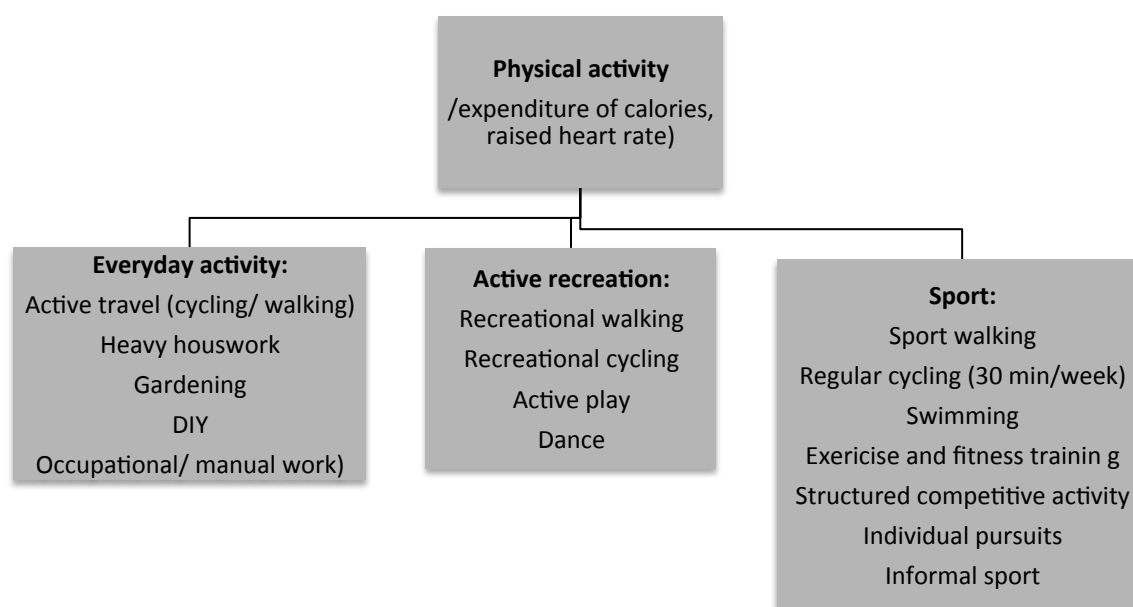
As it is stated in the above definition, physical activity may include all forms of 'bodily movement'. This includes everything from moderate intensity activities such as walking, cycling and playing to more intense forms of activity such as different forms of exercise (World Health Organisation, 2013).

It is further important to emphasise that *exercise* should be understood as a subcategory of physical activity and not as synonym that means the same thing. Exercise, is a planned, structured, repetitive, and physical activity with a goal of improving or maintaining components of physical fitness is the objective. Physical activity, on the other hand, may be a form of exercise, but may also include other activities that involve bodily movement (World Health Organisation, 2013).

In the Department of Health's report from 2011 on physical activity, a similar understanding of what physical activity is presented. However, it is in this report also stressed that for an activity to be considered *physical activity* it must include getting your heart rate up. Which means that daily chores like shopping and cooking should not be considered physical activity

(National Health Service) Furthermore, as a supplement to the above definition, the Health Department further suggest three distinct subcategories of physical activity, explained in the figure below (Department of Health, Physical Activity, Health Improvement and Protection, 2011).

Figure 14. Physical Activity model



(Department of Health, Physical Activity, Health Improvement and Protection, 2011)

Physical inactivity, in contrast to physical activity, can be defined as being engaged in less than thirty minutes of activity per week (Department of Health, Physical Activity, Health Improvement and Protection, 2011). Research suggests that at a global level, inactivity is the fourth leading risk factor for mortality. Additionally to this, inactivity is the main cause for twenty-one to twenty-four per cent of breast and colon cancer, twenty-seven per cent of diabetes and thirty per cent of ischemic heart diseases burden. Consequently, the benefits of physical activity in reducing the risk for several chronic conditions are well documented (World Health Organisation, 2013). According to Sustrans (2013), a leading UK charity that promotes physical activity, people who are physically active *‘have a twenty to thirty per cent reduced risk of premature death and up to fifty per cent reduced risk of major chronic disease such as Coronary Heart Disease, stroke and cancer’*.

Physical activity can also positively influence mental health (World Health Organisation, (2013). Experts believe that exercise releases chemicals in your brain that make you feel good. Regular physical activity can also boost the self-esteem, reduce stress and anxiety, help concentration, better sleep, and make people look and feel better (Mental Health Foundation, n.d.). This notion is supported by Kim et al. (2012), who suggest that mental health problems can damage social functioning and physical health. Several studies have been undertaken on physical activity and mental health, and there is a general notion that there is a relationship between regular physical activity and better mental health (Department of Health, Physical Activity, Health Improvement and Protection, 2011; Kim et al., 2012).

6.2 Recommended Levels of Physical Activity in the UK

The UK Department of Health, Physical Activity, Health Improvement and Protection (2011) has created guidelines for physical activity, based on global evidence for the health benefits of being physically active throughout lives. In order to give appropriate advice, according to age, the guidelines are divided into age groups. The age groups are as follows, early Years (under 5), children and young people (5-18), adults (19-64) and older adults (65+).

The early years group (under 5), should from they are capable be in physical activity for at least 3 hours throughout the day. Whereas people in the children and young people group (5-18) should be engaged in moderate to more intense forms of physical activity for a minimum of 1 hour a day. Here emphasising, that this should include activities that strengthen muscle and bone.

For the adults group (19-64) the Department of Health, Physical Activity, Health Improvement and Protection recommends moderate intensity to vigorous active for 2.5 hours per week. Further emphasising that the amount is more important than the, intensity of frequency. For the older adults group (65+), the recommendation is also to be active for 2,5 hours per week, with the goal of maintaining a good physical and cognitive function.

6.3 Patterns in the UK

According to the Department of Health, Physical Activity, Health Improvement and Protection's (2011) 'Start Active, Stay active', the majority of adults and children across the UK are insufficiently active, and it concludes that there are high levels of inactivity across the UK. The report also states that participation tends to decline significantly with age for both men and women. Moreover, a range of national research and statistics show that there are significant health differences in relation to physical active in connection to income, gender, age, ethnicity and disability.

Facts and figures: Adults (19- 64) and older adults (65+)

Despite the myriad of benefits of regular physical activity, a majority of adults in the UK struggle to reach the recommended levels of physical activity presented earlier. The table below is based on self-reported data, and outlines the percentage of adults in each of the home countries that meets the recommendations.

Table 3. The Percentage of Adults Meeting Physical Activity Recommendations

Country	Men	Woman
England	40%	28%
Northern Ireland	33%	28%
Wales	36%	23%
Scotland	43%	32%

(Department of Health, Physical Activity, Health Improvement and Protection, 2011)

This figures show that more than half of the adults are not able to meet the recommended levels of physical activity given by the Department of Health.

Facts and figures: Children and Young people (5 -18)

Statistics show that girls are less likely than boys to be active at almost every age, and that they in general are less active than boys. The table below is based on self-reported data, and

outlines the percentage of children and young people in each of the home countries that meets the recommendations.

Table 4. The Percentage of Children and Young People Meeting Physical Activity Recommendations

Country	Boys	Girls
England (aged 2-15)	32%	24%
Northern Ireland (aged 8-12)	19%	10%
Wales (aged 4-15)	63%	45%
Scotland (aged 2-15)	76%	67%

(Department of Health, Physical Activity, Health Improvement and Protection, 2011)

Families and Physical activity

As established above, the benefits of physical activity for both children and adults are well known. Parents have a significant role in enabling and encouraging child involvement in physical activity. According to NHS Choices (n.d.) children are more likely to be active if they have parents that are active. Thus it becomes interesting to explore how or whether families in the UK are active together.

A study from 2009 on physical activity within families, found that the majority of the 30 parents participating (all with children between the ages of 10-11 year), rated family engagement in physical activity as important. Several parents regarded social aspects and promotion of family life as the most important reason way they would like engage in physical activity with their families. The parents identified a range of benefits such as *'increased parent – child communication, spending time together, enjoyment, enhanced mental health, weight control and physical fitness'* (Thompson et al., 2009, p. 265). However, even though the parents recognised these benefits most of them reported that their families did little or no physical activity together during the week, and that most activities they did were sedentary in nature. On the weekends the families activities together would increase, but this rarely included the whole family. *'Commonly they're reported barriers were busy lifestyles, diverse ages and interests of children and adults, bad weather, and lack of access*

to facilities, transportation and money to support activities' (Thompson et al., 2009, p. 271).

Based on their findings, the authors of the survey suggested that the social aspects of parent child physical activity, and the opportunity it creates to improve communication should be highlighted as a social benefit to create parental awareness around the *social value* of being active as a family.

Even though this study give useful insight and evidence in relation to family physical activity, it is has some limitations. First of all the sample was small, and only from one city in the UK, and the findings should therefore no be used to generalise. Moreover, the participant was volunteers and the findings where largely based self-reporting, which may be inflicting factors that will have affected the results (Thompson et al., 2009).

6.4 Factors that Limit Commitment to Physical Activity

The Mental Health Foundation (n.d.) has identified several barriers to physical activity. Fear of failure, family responsibilities, money, social anxiety, feeling lost on how to do things right, transport limitations, feeling overwhelmed or low and unable to motivate yourself, the weather/season of the year, injury or illness and staying on track with your activity level are all factors that can be barriers to physical activity.

The British Heart Foundation (2012) has also done research on the field, and some common barriers for physical activity where identified (the results are based on adults in England in 2007):

- Work commitments (45 per cent men and 34 per cent women)
- Lack of leisure time (3 per cent men and 37 per cent women)
- Lack of motivation (21 per cent men and 25 per cent women)
- Lack of money (16-24 years old: 21 per cent of men and 25 per cent of women in the lowest household income group, 7 per cent men and 6 per cent women in the highest household income group)

Further, the same research showed that women were more likely to choose caring for children or older people instead of not being more physically active, and adults in poorer households saw poor health and physical limitations as barriers.

Too little knowledge around recommendations related to physical activity levels is a factor affecting people's activity habits in England. Less than one third of adults thought they knew these recommendations and a similar number of people had not even heard of the recommendations. Only six per cent of men and nine per cent of women could describe these recommendations.

The local environment also effects exercise habits and can be barriers. Over one quarter of adults in England in 2008 said that parks and open spaces were the most important factors in making a place good to live in. According to this research, those satisfied with their parks and open spaces lived in London (72.3 per cent) and the South East of England (72.6 per cent). Those who were least satisfied lived in the North East of England (63.3 per cent).

Adults in the West Midlands (43.2 per cent) and Yorkshire and Humber (43.3 per cent) were the least likely to say that they were satisfied with the sports and leisure facilities in their region, although differences across England were small with the highest percentage (49.4 per cent) found in the South East. Some regional differences were also found in adults reporting that facilities needed improvements. 16.3 per cent of adults in England reported that sports and leisure facilities needed improvements and 10.6 per cent said that parks and open spaces needed improvement.

Television is also significant barrier and time-consumer when it comes to physical activity among Englishmen. Throughout a week, fifty-six per cent of men and women's time not exercising is used to watch TV (British Heart Foundation, 2012).

Another research done on non-exercising female university students in the U.K. showed that 'places for me to exercise are too far away', 'exercise tires me' and 'exercise is hard work for me' were the most important reasons and barriers for not regularly engage in physical activity (Lovell et al., 2010).

Living standards and physical activity

Research has found that there might be correlation between living standards and the level of physical activity. The Gallup Healthy ways index on Well-Being in the UK has found that low-

income Britons' overall has poorer physical health, healthy behaviours, and access to certain basic necessities.

In this Index the Low-income Britons were defined as those who report a monthly income of 1,385 pounds or less. Brits in this lower income group are, according to the index, more likely than those in higher income groups to say they have ever been diagnosed with chronic conditions, including high cholesterol, high blood pressure, diabetes, depression, and cancer. More than half of those in the lowest income group also report that they have had two or more of these health problems, compared with less than a third of those in the highest income group who say the same (Manchin, 2011).

The index also show that those in the highest income groups are more likely than low-income Britons to report that they *exercise* regularly and eat five or more servings of fruits and vegetables four or more days a week. Low-income Britons, on the other hand, are more likely to say they do not have easy access to affordable fresh fruits and vegetables and to a safe place to exercise. Furthermore, Low-income Brits are much more likely to report that health problems keep them from doing their usual activities and prevent them from doing things that people their age can normally do (Manchin, 2011).

Sedentary behaviour

In the UK, there is an increasing concern amongst experts and researchers with the risks and effects in connection to growing sedentary behaviour, and its connection to mortality, and diseases like type 2 diabetes. According to the Department of Health, '*Sedentary behaviours in adults are impacted by age, gender, socio-economic conditions, occupation, weight status and some characteristics of the physical environment. These relationships are independent of the level of overall physical activity*' (Department of Health, Physical Activity, Health Improvement and Protection, 2011, p. 13).

From childhood to adulthood

A recent research has tried to determine whether there is a correlation between childhood and adult physical activity. Interestingly, the findings showed that there was a modest

association between childhoods- an adult physical activity. However, the same research found that childhood sport participation and leisure and transport activity in childhood predicted adult leisure activity among younger males and older females (Cleland et al., 2011).

6.5 Outdoors Sports- and Exercise Culture in the UK

Sport is an important part of UK culture. The UK is the origin country of many famous worldwide sports, such as cricket, soccer, tennis, golf and rugby. The national sport in the UK is cricket. However, even though this is the national sport, football is the most popular sport. Rugby, tennis, netball, basketball, golf, horse racing, polo, table tennis, badminton, boat race, fishing, bowls and swimming are also very popular within the UK (Project Britain, 2011).

There is a large range of events related to different sports in the UK. Rugby has its annual Six-Nations rugby Tournament, involving England, Scotland, Wales, Ireland, France and Italy, starting off the year in January. Horse racing has its highlights through the Cheltenham Gold Cup in March, the Grand National at Aintree near Liverpool, and finally the Derby at Epsom in June (Project Britain, 2011). During spring, The Oxford-Cambridge University has its Boat Race on the Thames. The highlight of the English football is the Football Association Cup Final, taking place each May. During summer, the Wimbledon tennis championships and the five-day-long cricket matches takes place (Project Britain, 2011).

In recent years, physical activities like running and cycling has become more popular within the UK. According to Sport England (2012), two million people are now using running as a form for exercise. Sport England have allocated £8.8 million of the total investment for UK Athletics to get more people involved in informal running, and offers huge boosts to cycling, by improving cycling facilities. They will help people getting involved in the sport, whether it is mountain biking, trying track cycling or keeping fit out on the roads (Sport England, 2012). With the increased awareness of health and exercise, sports events have become popular in the UK, such as Cliffhanger and All in London (Britevents, 2013)

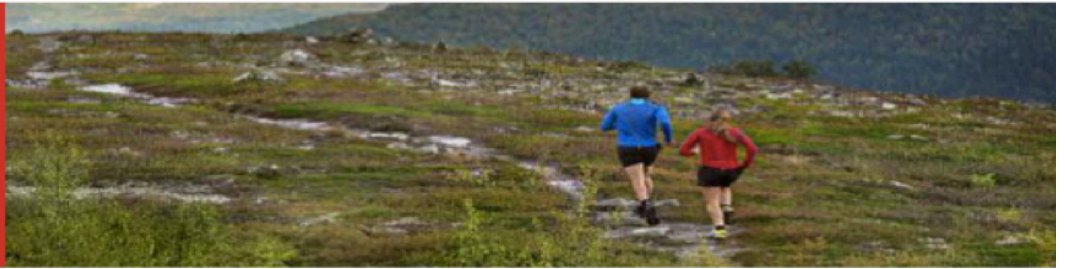
6.7 Conclusion of Findings

The aim with the with chapter six was to explore the concept of physical activity in the UK in order to gain insight to what might be interesting to look further into when continuing with the primary research.

The most important findings related to the research questions showed that the appropriate level of physical activity depends on where a person is in his life course. Commonly, the actual level of physical activity seems to decline with age and guys tend to be more active than girls, regardless of age. The benefits of physical activity are well documented, however, the majority of adults and children across the UK are insufficiently active and there is a high level of inactivity. Lack of time, barriers related to the socio cultural environment (family, cultural, social class, subculture) and psychological aspects (motivation, perception, personality, learning and attitudes) seems to be significant factors affecting the level of physical activity. These factors are in line with the cognitive decision-making model presented above.

The data collection suggests that childhood physical activity level may be an important factor impacting the level of physical activity later in life. Thus it is important to start being active at an early age. Parents have an important role of encouraging childhood physical activity, thus how families are active to together might be of special interest when looking at what might increase the level of physical activity.

Furthermore, the findings revealed that there are many general outdoors sport activities in UK, and sport events seem to be increasingly popular.



Chapter 7. Expert Interviews

In this chapter, the findings from the expert interviews on physical activity will be presented.

The chapter is therefore aimed at answering the following research questions:

- 1.1 How is the situation regarding physical activity in the UK?
- 1.2 What are the different activity habits and patterns in the UK?
- 1.3 Are there any differences in activity patterns in relation to age, economy, social status and so on?

- 2.2 What characterises families living an active versus an inactive lifestyle?
- 2.3 What might be the motivations and attitudes affecting the physical activity level of parents?
- 2.4 What might be the barriers related to physical activity for families?

Chapter 7. Delphi Interviews

'Delphi is a hybrid survey design that aims to reach consensus on important issues' (Clibbens, 2012, p. 38). This is basically a method using expert opinion to help make decision about practices, needs and goals (Thomas et al., 2011). All of the interviews can be found in Appendix 4. The Delphi approach consisted of five separate expert interviews, with the aim of getting several experts' opinions on defined topics (Clibbens, 2012).

7.1 The Experts

The experts that were interviewed represent different regions within the UK. Dr. Dale Esliger, Senior Lecturer in the Measurement of Physical Activity and Dr. Lauren Sherar, Lecturer in Physical Activity and Public Health, were interviewed at Loughborough School of Sport, Exercise, and Health Science.

The interview with Mark Browne was also conducted on Loughborough. Mark Browne is a Public Health Manger in London and works within the regional public health group. Their focus is to help the local government to implement different physical activities.

Professor Jim McKenna, Professor of Physical Activity and Health at Leeds Metropolitan University, Carnegie Faculty, were interviewed at Leeds Metropolitan University, City Campus.

The final interview object was Nick Cavill, Director of an independent public health consultancy. He specializes in the development of policy on suitable transport and the links to physical activity. The interview was conducted at Leeds Metropolitan University, City Campus.

7.2 Expert Interview Summary

7.2.1 Definition of 'Physical Activity'

Throughout the process, all of the interview objects had the same understanding of the term *physical activity* and described it in general terms as '*any movement that increases the energy level, and that demands bodily movement*'.

7.2.2 Physical Activity Habits in the UK

The interview objects all supported the theory that there can be a correlation between being an active/inactive child and being physically active/inactive as an adult. Thus, people that have been physically active as a child have a tendency to be physically active as an adult, and the other way around for inactive children. One of the things that were discussed during the interviews was that it is not easy to find information about and measure if the statement is true or false. However there is little doubt from the interview objects that being an active child gives a better base for being physically active later in life.

The interview objects had somewhat different descriptions of the physical activity habits in the UK. They all agreed that the physical activity habits in the UK are dominated by team sports, where football is most popular. However, the Olympic Games in London 2012 inspired people to be more physically active and to start exercise. Different sports activities like indoor cycling has experienced an increase of participants.

With the question: 'Who exercise regularly?', three of the interview objects answered that people from the highest level of society have more 'triggers' surrounding them, such as accesses to gyms, peoples perception and more focus on being physically active. Some of these use their breaks/lunch break to be physically active and to exercise. However, it should be mentioned that this applies to a minority. People from the 'lower classes' of the UK have less 'triggers' and use the outdoors and other forms of low-cost activities more frequently to be physically active and/or exercise. Generally, they will for example walk to job instead of buying a bus ticket. It was also emphasised that there has been a decrease in physical activity after the age of eighteen, when the arranged team sports become more competitive and only the best ones continue.

All of the interview objects expressed that it is difficult to describe a typical English family and concluded that there is no such thing as a typical English family. The reason for this is the socioeconomic differences within the UK. Socioeconomic status has an impact on physical activity. One of the interview objects had the notion that, when living in a lower income community, the physical activity level tends to increase. The reason for this is that in lower income communities, as a result of lack of available resources, people tend to walk or cycle to their work and school. Thus, the physical activity is more moderate than for 'high-income' people, who can be said to *exercise* more.

7.2.3 Barriers to Physical Activity

During the interviews, the interview objects agreed that there has been a decrease in people walking to work, schools, kindergarten and so on. This is due to the fact that many cities have good public transport facilities and therefore many people tend to down-prioritise walking. Other barriers for people not walking (more) could be the lack of time. Cycling on the other hand has had an increase all over the UK over the past decade. One of the reasons for the sudden increase of cyclist is that it is less time-consuming than walking and that it saves transport costs. Another barriers against active commuting are: Safety in the big cities, fear of walking at night, dangerous traffic and picking up children from school/kindergarten which can be difficult without the use of transport.

Other barriers might be:

- Lack of willingness to commit to and to maintain intensity in exercise and
- Culture and/or religious factors

One of the interview objects believes that time is *not* a barrier to prevent people from training. This is seen as a bad excuse because people use their time on 'time thieves' such as TV, PC, and so on.

7.2.4 Motivations for Being Physically Active

Regarding the interview objects, the main reason for people being physically active is the health benefits. Several other benefits were emphasised, such as a better and happier life, being more fit and looking better.

7.2.5 Regional Differences

England is divided into nine different regions. Regarding the interview objects, there are little differences between the diverse regions when it comes to training habits. However, differences between suburbs/countryside and cities can be found. People in the cities have a tendency to use the gym more than people living outside the city. Furthermore, people living in the suburbs/countryside use a range of various activities, like walking their kids to school, walking/cycling to work and exploit the green space available for them. The government in the UK has a national health plan that every region has to follow. This is contributing to a similar health policy between the regions.

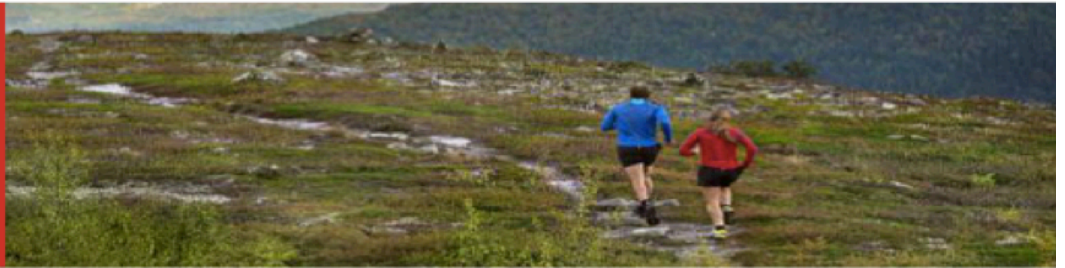
7.2.6 Government Involvement

The UK government offers some education for families. One is the 'Change for life' program. This program aims to help adults and families to eat well, be more physically active and hopefully increase life expectancy. This is about making small changes that can have a big effect on your health. The government has also developed a national strategy framework around the UK. These strategies are delegated locally, because the local government knows the local environment better than the national Government. The government in the UK today focuses more on personal responsibility and the choice of your own behaviour. They have also created guidelines for people to be physically active at least hundred and fifty minutes per week.

7.2.7 Promotion Strategy

During the interviews, 'events', with the purpose of promoting physical activity and the HH brand, was also discussed. Some interview objects had some interesting thoughts and ideas. One interview object recommended HH to brand themselves with a 'Get Outdoors'

campaign where they sponsor events throughout the UK. The idea is to create one big event, and then create smaller 'grass root' events in the smaller cities across the UK. The big event is the main focus. This will hopefully encourage families to get outdoors and use the nature and be active. Examples of activities that events like this should contain are; nature walks, hikes, cycling, canoeing and camping. Another interview object also suggested that, if choosing an event as a promotion strategy, activities such as geocaching, treasure hunts, quizzes, puzzles and so on, could get the whole family involved.



Chapter 8. Questionnaire

In this chapter, the planning and findings from the questionnaire is presented. The chapter will contribute to answer the following research questions:

- 2.4 What might be the barriers related to physical activity for families?
- 2.5 How is the awareness of HH among the respondents?
- 2.6 What will be the best communication channel in order to reach the target group?
- 2.7 What kind of physical activity is preferred within the target group?
- 2.8 Is there enthusiasm within the target group to participate in an event where they need to be physically active?

Chapter 8. Questionnaire

8.1 Data Sampling

As mentioned in the Methodology, it was decided that a selection method of non-probability would be most realistic, because of the limitations for the project. Furthermore, the sampling was done through an assessment and convenience method (Gripsrud et al., 2010). The use of assessment sampling made it possible to ensure that the basic characteristics of the chosen target group were represented, thus ensuring a good foundation for further analysis. The data was collected through a 'random walk' in the City Centre of Leeds.

8.1.1 Choice and Evaluation of Target Group

In order to narrow down the scope of the project, it was found necessary to choose a target group that could be analysed further in this questionnaire. The choice of target group was made on the basis of the conclusion on findings in chapter six, physical activity and chapter seven, expert interviews, and after an update brief with the HH office.

The chosen target group was *inactive families as a whole*. The members of the family may be active as individuals, but not as a family. The focus was on families with children and/or teenagers from five to eighteen years old.

HH does not produce or sell exercise apparel for children, but teenagers from fifteen to eighteen can use the junior sizes. However, because HH sell other apparel for children, like for example rain and wind jackets, families are still an appropriate target group for HH (see Appendix 5 for some of HH's products).

Furthermore, from the expert interviews the researchers learned that childhood experiences affect your view of physical activity later in life, and that it is the families that are affecting physical activity of the child up to a certain age. Later, when a child becomes fourteen and older, friends are very much the ones affecting physical activity habits. Thus it becomes important for HH to reach this potential future consumer at an early stage, as it might affect choices to use HH products later in life.

8.1.2 Choice and Evaluation of Research City

Preferably, the primary research should have been carried out in various cities in the UK. However, due to the scope and time and costs limitation of the research, the primary research was conducted in Leeds. There were several reasons for choosing Leeds as the research city.

Leeds is a representative region as it has a quite big population (seven hundred and fifty one thousand). With a big population, comes many different primary and secondary schools. This means that there are a lot of families with children in Leeds. This suits the target segment, with the focus families with children from five to eighteen years old (Leeds Government, 2013).

The region West Yorkshire is also known for beautiful nature. This is a factor that contributes to physical activity in Leeds, with people using the nature to walking, run, cycle and so on. HH is a brand that is associated with nature and outdoors, which is another reason for choosing Leeds as research city.

During the interviews conducted with experts on physical activity and health, it occurred that the differences in physical activity patterns were quite small all over the country. The experts argue that there are differences within regions, but not as much within the country. This was also supported by the secondary sources on physical activity.

UK is a country where team sports have a big focus. Leeds is no exception from this. Leeds has two big sport teams with Leeds United Football Club and Leeds Rhinos Rugby Club. These two clubs are two big sources of inspiration for children as well as adults when it comes to being physically active.

Another reason for choosing Leeds as research city is that Leeds Metropolitan University has an Institute for Sport, Physical Activity and Leisure. At the university, they conduct research on physical activity in Leeds and the rest of the country. This is a useful resource for this

report. The university also contributes to the mix of people in Leeds, which makes the range of age relevant for the research (Leeds Metropolitan University, 2012).

8.1.3 Operationalisation

The questions in the questionnaire were developed from the research questions in this report. Research questions under objective 2 of the report (*'Find out what will be an appropriate promotion strategy in order for HH to reach the target group and promote the brand'*) was operationalised as follows:

Based on research question 2.2, the aim was to measure activity level, variables on behaviour and different peoples characteristics. This was operationalised through listing groupings of hours asking how active the respondents are during a normal week and a yes/no question on if they are active together as a family. Further, it was listed a number of sports brands, asking what the family use. Finally, personal characteristics as gender (male/female), a listing of ages, an open column for postcode, a listing of marital statuses, a listing of job statuses, a listing of groupings of approximate household income per year and open columns for number of and age on children, was questions asked.

With research question 2.3, the aim was to measure variables related to motivations for, and attitudes towards, physical activity. This was operationalised through the question: 'What motivates you to exercise?' and listing different factors, which are seen as motivational factors for exercise.

Research question 2.4 aimed to measure variables related to barriers affecting physical activity. This was operationalised through the question: 'What may prevent you from exercising (more)?' and listing different factors, which are seen as barriers for being more physically active.

Research question 2.5 aimed to measure HH's awareness in the market. This was operationalised through the question: 'Are you aware of the Helly Hansen sports brand?' with 'yes' or 'no' as answers.

Research question 2.6 aimed to give indicators on what would be the best communication strategy in order to reach the target group. This was operationalised with the question: 'What form of social media do you and your family use?' with a number of social medias listed.

Based on research question 2.7, the aim was to measure what kind of physical activity is preferred within the target group. This was operationalised through the questions: 'Where do you mainly exercise?' with the choices of 'indoor / outdoor', 'What form of exercise do you do?' with a list of different activity types, and 'When do you mainly exercise?' with the choices of week, weekend and/or holidays.

With research question 2.8, the aim was to measure if there was enthusiasm within the target group to participate in an event where one needs to be physically active. This was operationalised with the question: 'How likely would it be that your family would participate in an event where you needed to be physically active?' with five alternatives, ranging from very unlikely to very likely, to choose from.

8.1.4 Pre-test

Before the questionnaires were conducted, a pre-test of ten respondents was necessary to identify any errors. To enhance the content and term (world) validity of the questionnaire, vague formulations were corrected. Respondents felt that some of the questions were written in a way that made them confused. This issue was resolved by cooperation with the Leeds Metropolitan Library. The respondents also felt that some of the answer alternatives were inappropriate, and these were deleted from the questionnaire. The questionnaire informed the respondents that if they answered 'no' on a certain question they had finished the questionnaires. This resulted in missing values on the section about Personal Information. The personal information questions were located after this statement. This statement was therefore taken out after the pre-test.

The questionnaire was distributed to a convenience sample of a hundred and ten respondents in the city of Leeds. The estimated response time for the questionnaire was three to four minutes. This took about one day to complete and the results were hundred finished questionnaires. All the answers from the questionnaires were then registered in the statistic analysis tool SAS JUMP.

See Appendix 6 for a blank copy of the questionnaire.

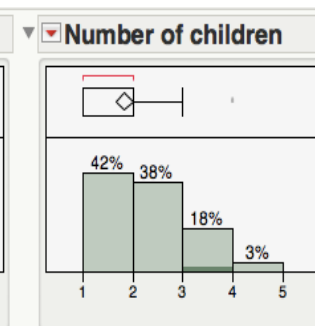
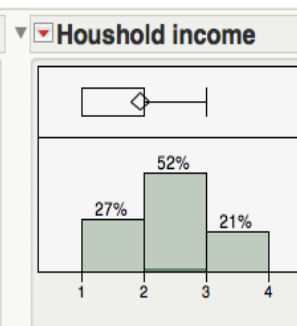
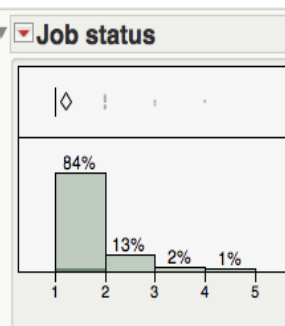
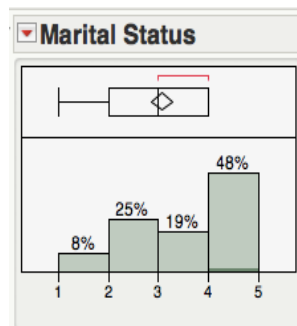
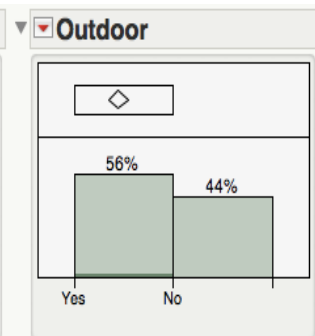
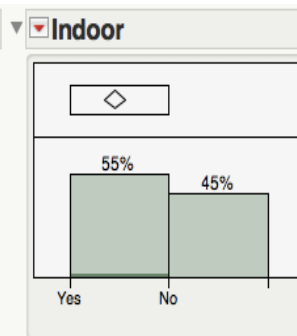
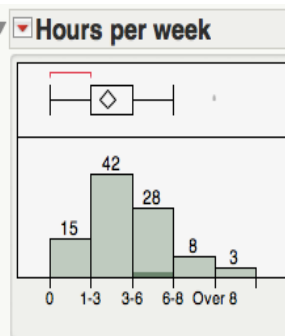
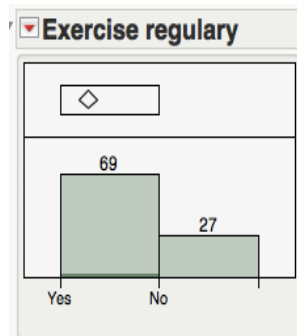
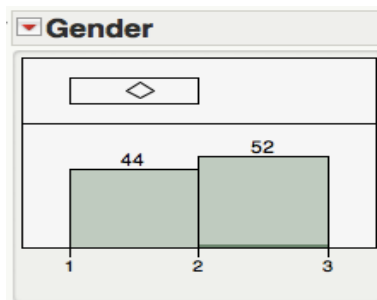
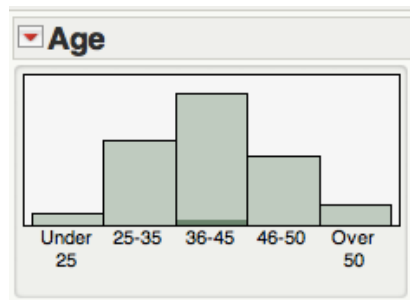
8.2 Findings

8.2.1 Descriptive Statistics

When analysing the data in JUMP, it revealed that four respondents had not answered the whole questionnaire. This resulted in missing values and would make it difficult to analyse the data further. This also meant that the achieved collected sample was not as large as planned and left this report with an amount of ninety-five completed samples.

The respondents were almost split in half when it comes to gender, with forty-four men and fifty-two women. The majority of respondents were in the age group thirty-six to forty-five, married and had two children. Almost all the respondents had full-time jobs and the majority had a household income of £26 000 to £40 000. There was a large spread in postcode among the respondents. Test results showed that twenty-eight per cent of the parents did not exercise regularly (minimum twice a week) and seventy-two per cent did. The majority of forty-four per cent exercised between one to three hours per week, while twenty-nine per cent exercised six to eight hours. Fifty per cent of the respondents exercised outside and the other half inside. The people who exercise inside also exercise outside.

The rest of this section will answer the research question related to this part of the project, based on the questionnaire results.



8.2.2 What characterises families living an active versus an inactive lifestyle?

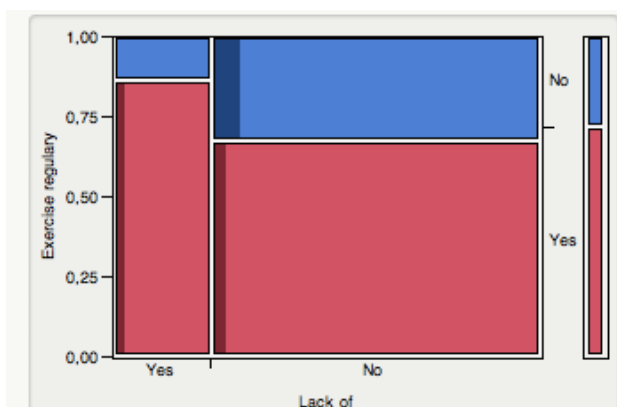
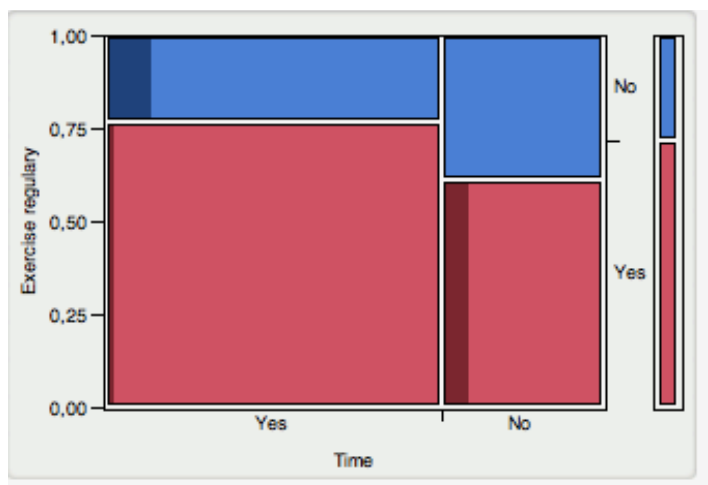
Families living an active lifestyle as a family have parents that exercise regularly. These active families are physically active together more than four times a month. The parents' age is between thirty-six and forty-five and the parents are mainly married. These families have a household income between £20 000 and £40 000 and at least one parent has a full-time job. The families consist of one or two children between six and eight years old. When it comes to choice of sports brand, these families use Nike, Adidas and Puma. About fifty per cent of the families use the HH brand.

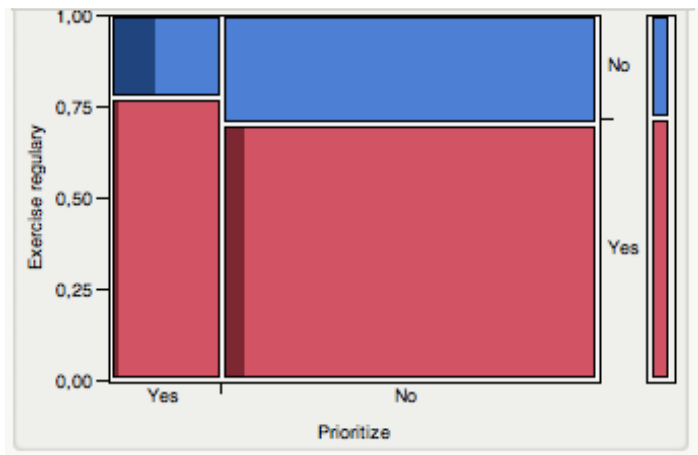
Parents who do not exercise are never active with their families, and the majority want to see their families be more physically active. The parents in these families are in the age between twenty-five and forty-four, and they are either married or in a relationship. The families have a household income between £20 000 and £40 000 and a least one parent has a full-time job. The parents have one or two children between five and eight years old.

8.2.3 What might be the motivations and attitudes affecting the physical activity level of parents? The parents that are regularly physically active are motivated by the fact that they like to exercise, it makes them feel good about themselves and exercise gives them energy. All these motivations are positively charged, and they therefore have a positive association with exercise.

8.2.4 What might be the barriers related to physical activity for families?

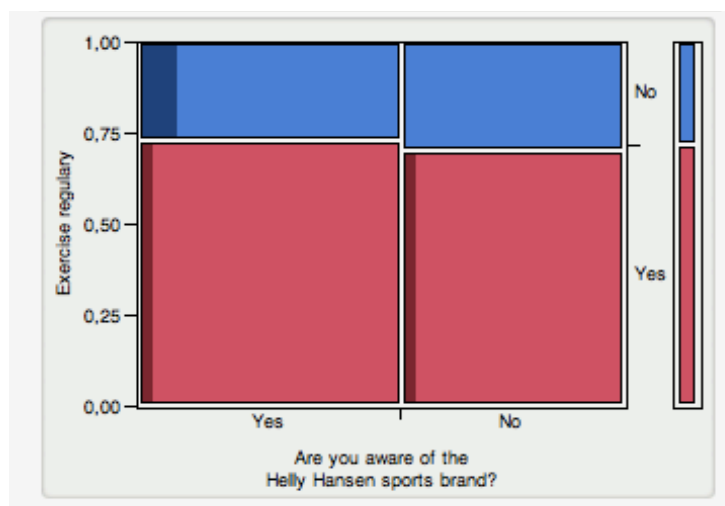
According to the parents, the main barrier related to physical activity is lack of time. Parents who exercise regularly and those who do not see time as a huge barrier standing in the way of them being more physically active, both as individuals and together with their families. Other barriers are lack of motivation and that exercise is hard to prioritise.





8.2.5 How is the awareness about HH among the respondents?

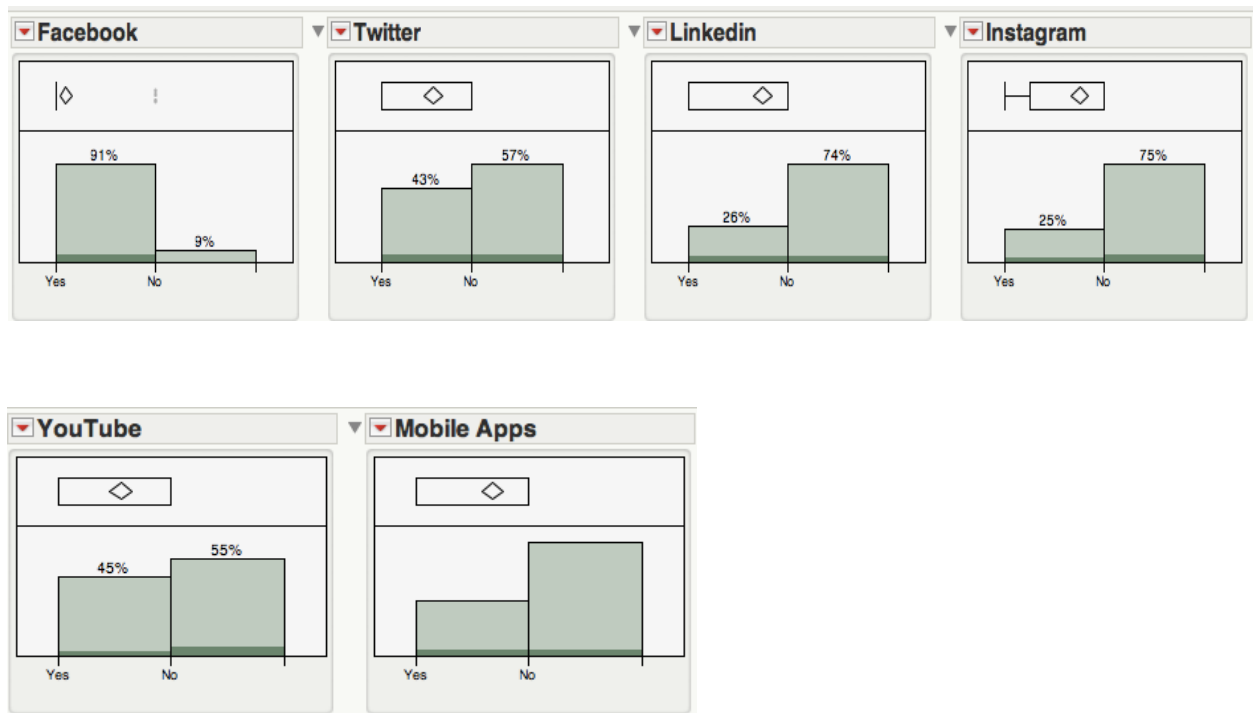
A little over fifty per cent of all the respondents are aware of the HH brand, both parents that do and do not exercise. Even though a large percentage is aware of the brand, only thirty-six of the respondents' families use HH apparel for exercise. The people that are aware associate the brand with quality, outdoors and training. There is only a small amount of parents that would likely buy HH apparel for exercise purposes. Regarding the respondents' thoughts about HH's prices, they did not feel that they had enough information to make a statement.



8.2.6 What will be the best communication channel in order to reach the target group?

The majority of families use Facebook, Twitter, YouTube and Mobile apps, which might be communication channels to reach out to the segment. A few families did not use any social

media and therefore it might be appropriate to use some traditional media like posters and ads in the newspapers in order to reach these.



8.2.7 What kind of physical activity is preferred within the target group?

Activities the majority of the physically active families do are walking and cycling, but they also play together outside in a park. Some families also enjoy swimming and team sports.

8.2.8 Is there enthusiasm within the target group to participate in an event where they need to be physically active?

Over fifty per cent of the respondents would like to take their families to an event where they can participate. The activities that would motivate them to participate are cycling, walking, jogging, climbing, swimming, team sports, tennis and golf. This event must be in the summer time and not cost more than £30 for the whole family.

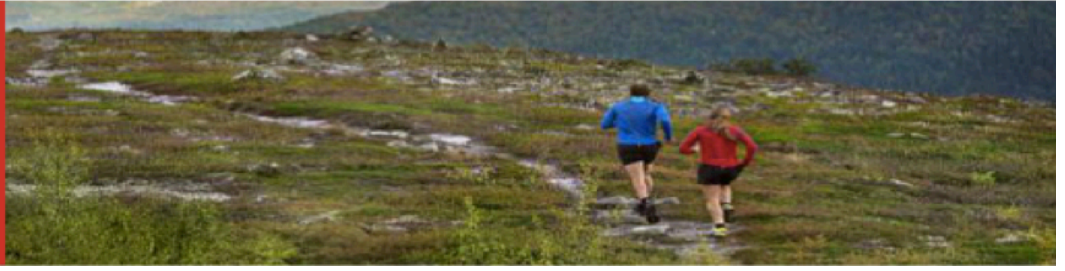
See Appendix 7 for complementary statistics from SAS JUMP.

PART 3 – ANALYSIS

Chapters:

- 9. Synthesises of Overall Findings
- 10. Options for Promotion Strategy
- 11. Conclusion
- 12. Recommendation





Chapter 9. Synthesis of Overall Findings

In this chapter, the findings from the data collection will be synthesised and analysed.

Chapter 9. Synthesis of Overall Findings

The aim of this section is to look at HH's strengths, weaknesses, opportunities and threats. The SWOT analysis will be used to get an overall evaluation of the company's internal and external environment. This in order to find an appropriate promotion strategy to reach the target group and promote the brand.

9.1 SWOT

Figure 15. SWOT Analysis

SWOT – Helly Hansen UK	
Internal	External
Strengths	Opportunities
<ul style="list-style-type: none"> • Strong company heritage the employees are proud of • Long presence in the UK • Product quality, development, design, innovation and technology • Product adaption • Presence on social media • Creative marketing strategy – use of athletes and extreme sport environments • Product development together with athletes and professionals within the field of physical activity and exercise • Experience with events and Sponsorship as promotion strategies 	<ul style="list-style-type: none"> • The sport apparel market is growing • Increased awareness of the importance of exercise and a healthy diet • Environmental awareness makes people use other types of transportation, such as cycling and walking • Increased use of experienced based communication like events and sponsorships • Increased attention to online marketing strategies • Different political organisations works with promoting healthy lifestyle • High income country
Weaknesses	Threats
<ul style="list-style-type: none"> • Weak brand awareness • 'Scandinavian perspective' – large cap between Norwegian and British trends when it comes to physical activity and culture • The use of small scale events – small group of participants and small budgets • Lack of human resources in the UK department related to promotion 	<ul style="list-style-type: none"> • Large competitors – Nike, Adidas and Puma • Large key players that also use experienced based communication • Increased unemployment the last years. • Families in the UK spend less time together now than before • Insufficient knowledge about physical activity and exercise habits

<p>and marketing</p> <ul style="list-style-type: none"> • Lack of evaluation strategies used in promotion • Lack of product offers to teenagers in the physical activity / exercise line • Small presence in the UK with brand stores and flagships stores • HH clothes are for some associated with 'middleclass people' • HH operates in the higher price range 	<p>in the UK</p> <ul style="list-style-type: none"> • Growth of people exercising indoor and at gyms
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HH has followed the upcoming trends with both experienced based communication and social media as communication tools within the industry. HH gained experience by hosting their own event 'Beauty and the beast' in 2012. They also have experience from sponsoring events such as 'RunLiverpool Marathon' and 'Walking With the Wounded'. This experience is valuable and seen as one of HH's strengths. HH lacks human reassures that is working on improving and developing their previous and future events. This can be seen as a weakness related to the event/sponsorship trend.

HH operates within an industry that consists of huge well-known corporations that has established a good reputation within the market, thus making it a threat. HH struggles with somewhat low brand awareness among consumers. This can among others be related to their low presence with brand stores and flagship stores in the UK. By not being more visible for the consumers, increased brand awareness can be hard. This could be a threat for the event, because people do not attend events that they do not know about. Therefore, promotion before the event is crucial.

The 'typical family' in the UK is non-existing. There is a tendency of families doing less and less together as a family. This threat can be turned into a possibility for HH. By having focus on family activities, and use events based on families being active together, they can increase the awareness in this segment. There has been an increase of people training indoors, rather to use the outdoors to exercise, this can also be turned into a possibility for HH, by trying to get people outdoor for exercise.



Chapter 10. Conclusion

This chapter presents the conclusions for the findings in the report.

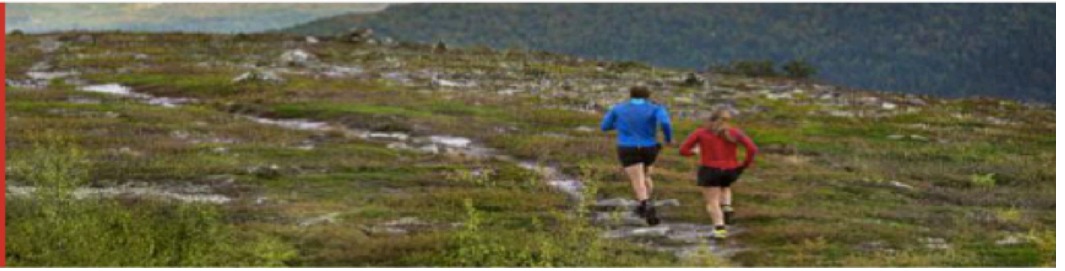
Chapter 10. Conclusion

The UK sports apparel industry was valued at £4.8 billion in 2011. The industry consists of several competitors and Nike, Adidas and Puma is the largest players. The secondary research in this report revealed that the rivalry amongst competitors is high. The industry has had a steady growth of eighteen per cent since 2006, and is estimated to be worth £5.9 billion by 2016. Seventy two per cent of the total sales come from sports apparel and twenty eight per cent from footwear.

The findings from the secondary research showed that the appropriate level of physical activity depends on where a person is in his life course. Commonly, the actual level of physical activity seems to decline with age. Guys tend to be more active than girls, regardless of age. The data collection suggests that childhood physical activity level may be an important factor impacting the level of physical activity later in life. Thus it is important to start being active at an early age. The benefits of physical activity are well documented, however, the majority of adults and children across the UK are inactive. Despite the numerous benefits of being regularly physically active, a majority of adults in the UK struggle to reach the recommended levels. Parents have a significant role in enabling and encouraging children's involvement in physical activity. Lack of time, barriers related to the socio cultural environment (family, cultural, social class, subculture) and psychological aspects (motivation, perception, personality, learning and attitudes) seems to be significant factors affecting the level of physical activity.

The Delphi interviews supported the secondary research to a high degree. The interview objects stated that there has been a decrease in people walking to work, schools and kindergarten. On the other hand, there is an increased use of cycling as this is less time-consuming than walking, and it saves transport costs. It became clear through the quantitative research that the majority of parents exercise regularly. It emerged that families living an active lifestyle have parents that exercise regularly. According to the parents, the main barrier of being physically active as a family is lack of time. The awareness of the HH brand was higher than first expected. A little over fifty per cent of all respondents have positive awareness of the brand. One third of the families use HH apparel for exercise, but

only a small amount of parents would buy HH apparel for exercise. The where enthusiasm within the target group to participate in an event where they need to be physically active, and cycling, walking, jogging, climbing, swimming, team sports, tennis and golf were activities they would like to participate in.



Chapter 11. Options for Promotion Strategies

In this chapter, an evaluation of suitable, acceptable and feasible options for promotion strategy will be presented.

Chapter 11. Options for Promotion Strategies

The synthesis of the research findings shows that there is enthusiasm to get fit outside gym and be more physical active as a family within the UK market. Because this fits well with HH's brand identity, the researchers continued to hold that families were an appropriate target group for HH. Furthermore, because of HH's position in the UK market, the researchers came to the conclusion that there are two feasible options for a promoting strategy that will enable HH to reach this target group. HH can either host its own event, tailored specifically towards families, or they can alternatively choose to sponsor an already existing event.

The aim with this section is to present two suitable, appropriate and feasible alternatives, where one is a sponsorship alternative and the other a wholly hosted HH event. Further, advantages and disadvantages with the two alternatives will be discussed.

11.1 Alternative One: HH Active Family Challenge

Event aim and objectives

The overall aim of the event will be to get families to be active together, outdoors. In tread with HH profile as a brand for outdoors sport and leisure apparel, this should be done through the promotion of outdoors activities. The objective becomes as follows:

Objective 1: Promote family-friendly outdoor activities as a great way to have fun outdoors and be physically active together.

Objective 2: Create awareness for the HH brand.

Location and time

As the project research reveals, families are finding it challenging to find time to be active together. Therefore it would be beneficial to hold the event in a weekend. Also, the result from the quantitative research shows that the majority of the respondents would like the event to take place within the summer months of June, July or August. HH wants people to

associate them with nature, and the choice of event location is based on this. An ideal location for the event would be a park or green area. It would also be beneficial to have a large space to host the event, because some of the activities may require space in order to be conducted. The results from the quantitative research showed that the event needed to be located centrally. Woodhouse Moor in Leeds is a good location alternative. It takes twenty-five minutes to walk from Leeds City Centre to Woodhouse Moor and seven minutes by bus or car. Also, here are parking facilities nearby. If HH is going to host an event at this venue, they need to contact Leeds City Council and apply for permission. HH can find all the information required from the City Council's webpage (www.leeds.gov.uk). On this webpage, HH can also find other venues that are possible such as Roundhay Park, Hyde Park and so on (Leeds City Council, 2013). The researchers were unable to find online information regarding the costs of renting Woodhouse Moor.



Another venue that can be highly relevant for HH, is the park by the Headingley campus. By hosting the event near the university campus, HH can cooperate with the university. By cooperating with the university, HH can get assistance from students studying relevant course,s such as event management, public relations, physical activity, sport and exercise science. This will give HH the opportunity to have more focus on exercise rather than typical family activities. By having students working for HH on this event, it will become easier to introduce different types of sports to families because of the student's experience and knowledge in the field. HH should also consider using their own personnel to work at this event. In addition to cooperating with Leeds University Carnegie School of Sports, HH can exploit the expertise of Leeds Mountaineering Club and for example have a climbing wall at

the event. By having a climbing wall, HH introduces an activity that the audience might be unfamiliar with. By hosting the event at Headingley, the event will be further away from the City Centre. Headingley is located about thirty minutes by bus from the City Centre.

Who is the event for?

The event is suitable for families with children within the age of five and sixteen. This is based on the findings from the quantitative research, where families with children in this age group showed the most enthusiasm for participating in such an event.

Activity pitch

HH can put up different 'activity stations' in the park, with different activities in different places. Families can walk around in the park and participate in the activities they want, which suits the family and children's age group. For each activity, the family can get a stamp, points, a letter, a word or similar. The families collect points, stamps or create a word or sentence and get a reward when they are done. This can be for example a HH goodie bag or similar.

Activities that can be appropriate for such an event are:

- Water balloon throwing – on parents.
- Get your child(ren) through a spider net (made of rope) without touching the net
- Build a water drain in order to fill up the bucket fastest/the most
- Fishing in a pool
- Cycling track
- Running
- Climbing
- Team sports like football and so on
- Volleyball tournament, family vs. family
- Obstacle course
- Quiz

These activities will be able to include the whole family. They demand physical activity and the more the family cooperate, the better they will perform. Also, these are activities that

the families easily can repeat when they are home, continuing being active after the event. During the event, HH can have some sort of entertainment that introduce the family for untraditional training such as dancing and having experts talk about eating healthy and give tips in relation to an active lifestyle. Also, to promote their apparel, HH could have a 'catwalk' in the middle of the area, thus also forwarding the 'the Catwalk' campaign. The audience can be dressed up in HH apparel and walk down the catwalk if they want to.

HH should have a show with cool music and light effects, where families can get rewarded for their participation, such as a goodie bag, and get a lasting good feeling of the event and a boost of energy to take home with them.



Communication pitch

The quantitative research revealed that people mostly use social medias such as Facebook, Twitter, YouTube and mobile apps. Based on the relatively low budget for the event, HH should use social media to promote the event. This type of communication strategy can increase the awareness of the event in a low-cost way. It would also be beneficial to have advertisements in traditional media such as local newspaper, billboards, magazines, flyers and brochures. Even though this is a significant cost it could reach out to the elder part of the consumer base.

Social media will also be used *during* the event. HH can encourage the participants of the event to take funny pictures and upload it to Instagram or Twitter, and then 'hash-tag' for example Helly Hansen or the name of the event. HH can engage the participants to take pictures by giving the best picture a prize. On the event, HH should also have banners,

stands and flags to raise the awareness for the HH brand. Throughout the event, a photographer will take pictures of the participants in action.

Tickets

From the quantitative research it become clear that the majority of the participants did not want to pay more £ 30 pounds for the whole family. However, since the event ideally should be held in a park, HH should not have any entrance fee. Even though this will not give HH any income, it will be positive for the audience and it would be more likely that people want to participate. Before entering the event, HH should have a registration form for participants. This will give HH the opportunity to use the data to later direct marketing and also evaluate and further develop the event.

Partners

HH could choose to find partners that could help them during the event. When HH wants to create awareness about the event, they could for example collaborate with the organisation 'Change 4 life', which can post information about the event on their homepage. The Change 4 Life web page could help HH to reach out to a broader audience. Also, Change 4 Life could have some people at the event, talking about and promoting a healthy lifestyle.

Another partner that would be valuable for HH is Leeds City Council (LCC). LCC can help HH to get permission to run the event, get the place for the event hired and make sure that transportation to the event goes easily by local busses. LCC can also help to increase the awareness of the event throughout the city. HH would benefit from finding such sponsors, which could contribute with financial resources.

Possible cooperation

HH has to decide for how long they want the event to last, in order to decide on whether to arrange options to buy food for the participants or not. While being physically active, it is important to eat food to get energy to conduct the activities. If the event runs over several hours, HH should arrange to have some food facilities. Here, they can find a suitable partner

who can contribute with healthy food or snacks like smoothies, energy bars, fruit and so on, in order to continue promoting healthy alternatives.

HH also have to decide whether there is any equipment they need for the different activities, like bicycles, balls and so on. By cooperating with Leeds University Carnegie School of Sports, HH can borrow equipment, or they can cooperate with a local sports club or a sports store.

Event budget

Table 5. Event Budget – Helly Hansen event

Costs	
Management fee	£4000 ¹
Sponsoring	£600 ²
Food	£1000 ³
Personnel fee	£6000 ⁴
Event prizes	£1500 ⁵
Entertainment fee	£300 ⁶
Promotion items and branding	£10000 ⁷
Filming and Photography cost	£500 ⁸
Total cost	£29 860⁹

All costs are approximate numbers:

1. Promotion before and under the event: Magazines, flyers, brochures, local newspapers, billboards.
2. This cost is based on the most simple sponsor package in the 'Cliffhanger event'. Hopefully this amount will be higher.
3. Food includes different types of healthy food or snacks, such as smoothies, energy bars, fruit and so on.
4. Personnel fees cover workers for HH during the event, security, and health personnel.
5. HH equipment and 'give a ways'.
6. Entertainment fees cover different types of entertainment during the event.

7. On site branding such as banners, stands, flags and so on.
8. Filming and photography cost includes among others the visual equipment for the event.
9. The total cost might vary as a result of resources that will be made available for the event.

11.2 Alternative Two: Sponsoring the Cliffhanger event

What is Cliffhanger?

Cliffhanger is one of the largest outdoor summer events in the UK. Over two days, twenty thousand visitors are expected to attend, coming from all over the country. The first Cliffhanger event was arranged in 2007. The aim of the event is to *inspire* and *involve*. The event is featuring professionals who compete and demonstrations in activities like rock climbing, mountain biking, orienteering, running, adventure racing and slackline. Visitors at the Cliffhanger event are also invited to try the sports the professionals demonstrate. The activities at this event are adapted to people of all ages (Cliffhanger, 2013).

Location

The location of Cliffhanger is Graves Park in Sheffield. Sheffield is renowned for being a green city with many parks. Graves Park is the biggest public park in Sheffield (covering two hundred and six acres). This is a good location for HH. The findings from the quantitative research showed that many people associate HH with the outdoors, and this perception would be strengthened by HH sponsoring an event at an outdoor location. Another positive thing for HH is that Sheffield is located in the middle of the country, in South Yorkshire. Sheffield is located not far from other big cities in the UK such as Manchester, Leeds, Bradford, Huddersfield, Derby and Nottingham, which can help the event to attract a big crowd. Sheffield has well-developed infrastructure and is connected with the rest of the country by train, bus and the highway M1 (Cliffhanger, 2013). Another factor worth mentioning is that Sheffield is fairly close to the HH headquarters in Nottingham. The flagship store in Manchester is not far from the event, so if HH want to ship some apparel, this is manageable.

Time of the event

Cliffhanger has for the last couple of years been arranged the first weekend in July, which is suitable for HH. The results from the quantitative research showed that people would be more likely to attend an event during the summer, and that people prefer the event to be hosted in the weekend, as it already is. The usual opening time of the event is from 10:30 to 18:30 on both days (Cliffhanger, 2013).

The audience

Over twenty thousand people usually attend the Cliffhanger event during the two days. Cliffhanger has collected some samples of the people who have attended the event. The average age of the audience are thirty-three years old, with fifty-five per cent men and forty-five per cent women. People between the age of twenty-one and thirty were the biggest age group represented at the event with thirty-one per cent. The age group of thirty-one to forty years old amounted for the second biggest age group with twenty-nine per cent. It is estimated that between seven hundred to eight hundred families attend the Cliffhanger event (Cliffhanger, 2013). This supports the target group set for HH.

Cliffhanger has done some research regarding their audiences exercise habits: Ninety-two per cent walks, sixty-two per cent cycles, fifty two per cent climb and thirty-nine per cent run to be active in their spare time. This shows that the audience at Cliffhanger are generally active. However, there are also inactive families as well as active families going to the event. Many people look at the event as a weekend of socialising with family and friends. The audience at Cliffhanger are all potential consumers for HH, because HH's exercise collection is designed for outdoor activities. Ninety-eight per cent of the audience at Cliffhanger has stated they would come again and that they also would recommend the event to a friend (Cliffhanger, 2013). By this, Cliffhanger creates an opportunity for HH to reach a large segment and continue to build relationships with the audience over years.

Activities at Cliffhanger

There are many different activities to do at the Cliffhanger event such as biking, running, camping, climbing, diving and kite flying. At the event, professionals will assist and

demonstrate the activities to the audience and then let the audience try the activities for themselves (Cliffhanger, 2013). This kind of activities suits the target group, families. The results from the quantitative research showed that people would be more likely to attend an event if it included activities like walking, running, cycling and climbing. Proper exercise apparel such as tees, pants, shoes, jackets and so on are needed to conduct these kinds of activities. This is a perfect opportunity for HH to promote their products at the event.



Tickets

The price for a ticket at the gate is £7.50 for adults and accompanied children under the age of sixteen is free. Children over sixteen are regarded as adults. There is also an option to buy tickets in advance, online (Cliffhanger, 2013). This ticket price matches the results from the quantitative research, which revealed that an average family would not be willing pay more than £10 to £30.

Sponsors and partners

Cliffhanger currently has two major sponsors, University of Derby and 'Welcome to Yorkshire'. University of Derby are located in Derby. They offer a lot of courses including event management, sports massage and exercise therapy, sports coaching, development and psychology and outdoor, adventure and countryside management. 'Welcome to Yorkshire' is an organisation that promotes events both inside and outside the Yorkshire region. They help to create awareness for residents in Yorkshire about coming events. These two major sponsors cannot be categorised as competitors to HH as they do not directly sell exercise apparel (University of Derby, 2013; Welcome to Yorkshire, 2013).

The partners of the Cliffhanger event are BMC (The British Mountaineering Council) and Extreme Mountain Bike Show. They promote climbing, walking and mountaineering by events, providing equipment and so on. Extreme Mountain Bike Show is UK's number one mountain bike, trials and BMX demonstration team, and host shows at the Cliffhanger event. BMC can be categorised as a small competitor to HH as they sell some climbing equipment and other products like maps related to climbing, at the event (BMC, 2013; Extreme Mountain Bike Show, 2013).

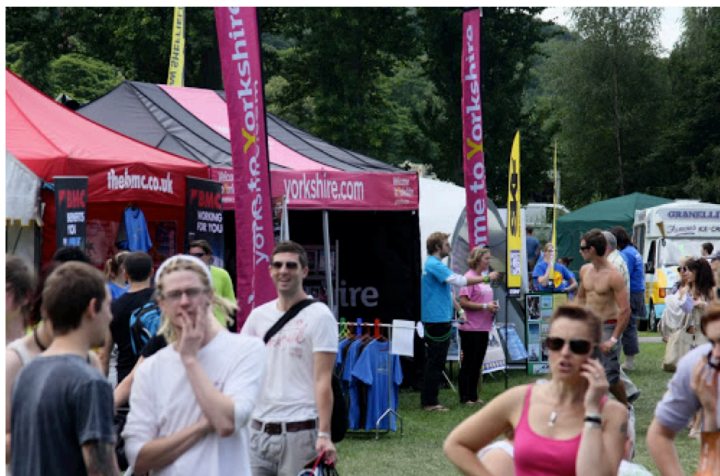
Helly Hansen's presence at Cliffhanger:

HH should go in as a headline sponsor. The price of this is £25,000. For this they get:

- Title sponsorship of the event for a single sponsor – the event would be referred to as "Helly Hansen Cliffhanger" on ALL fronts.
- Logo in the prime position on all marketing material produced by the festival.
- Dedicated PR and social media campaign to tie in to the sponsorship activity.
- Banner placement on perimeter fence, bouldering walls marquee walls, and the event entrances.
- Fifty event tickets.
- 20 X 50- word announcements on the event PA (text to be supplied by sponsor).
- Plus all Event Sponsor benefits.
- Ten thousand copies of the official A5 program will be produced and distributed in the build up to Cliffhanger at a range of venues and throughout the weekend by the dedicated Cliffhanger team, ensuring HH's message reaches the festival audience.

(Cliffhanger, 2013)

The research about HH presence in the UK revealed that they have a low presence in the target group - families. The results from the quantitative research displayed that the target group have medium awareness about the HH brand and their products. If HH decides to run sponsorship of the Cliffhanger event, they need to have a strong presence at the event. HH should do as other partners of the Cliffhanger event and put up a promotion- and/or sales tent. In this tent, HH should display their product line of training gear and the audience should be able to try and purchase the products. The audience should feel that they get to know the HH brand when entering this tent. There should be a screen(s) that displays HH runways shows, pictures, products and short films related to the brand heritage. The people representing HH at this tent should preferably work at HH. If not, they need to learn all aspects of HH before the event. To attract more people to the tent, as well as strengthen awareness, HH should hire people to walk around at the event area wearing their products, handing out flyers and telling the audience about the tent.



Promotion

HH should promote their sponsorship of the Cliffhanger event by using different kinds of social media such as Facebook, Twitter, YouTube, Instagram and so on. At Facebook, HH should put up a page where information surrounding the event will be posted frequently, in order to keep the participants informed. Twitter can be used the same manner but the information will be presented in a shorter way. By using YouTube, HH can upload different videos from different Cliffhanger events, building up the excitement before the event. On

Instagram, HH could host an Instagram competition where the participants upload pictures of them being physical active under the 'hash-tag': #HHatCliffhanger.

HH should also promote Cliffhanger with pre-event activities. Such activities could be done cooperating with primary-, secondary and high schools. HH could arrange an 'activity day' at some of these schools, where they encourage children to be more physically active thorough family activities. At the 'activity day', children can be able to win tickets for the whole family to enter the Cliffhanger event. All the children could also get flyers/brochures to take home and share with their parents. This way, HH promotes their brand, physical activity and the Cliffhanger event to families, and they also reach a larger amount of the ones being inactive.

Safety for the audience

Cliffhanger has focus on security. It should be a safe event for all participants. This was demonstrated in 2012 when the event was cancelled due to heavy rain. The following statement was released by Sheffield city council: *'Unfortunately, following all the recent rainfall and the forecast for more heavy rain over the next few days, we have been forced to take the decision to cancel this weekend's Cliffhanger event at Graves Park. However, the British Bouldering Championships will still be going ahead in the big top marquee this weekend. We are disappointed to have to make this decision, as we know that many people were looking forward to the event, but staff and public safety must always be our main concern in these cases'* (Sheffield City Council quoted in: ITV; Events cancelled due to weather, 23 April 2013).

The Cliffhanger event gets help from exhibitors like Holywell Healthcare, Hallamshire Physiotherapy and Jerry Shevills massage to take care of the audience. These exhibitors help the audience with any kind of medical or muscular problem by offering sports massage, osteopathy and physiotherapy. The event also gets help from exhibitors providing trained professionals to help the audience when they are trying out different activities which needs guidance and assistance. Climbing, diving, mountain biking and kiting are activities where the audience are assisted for their own safety (Cliffhanger, 2013).

10.3 Analysis of Advantages and Disadvantages with the Two Options

10.3.1 Alternative One: HH Active Family Challenge

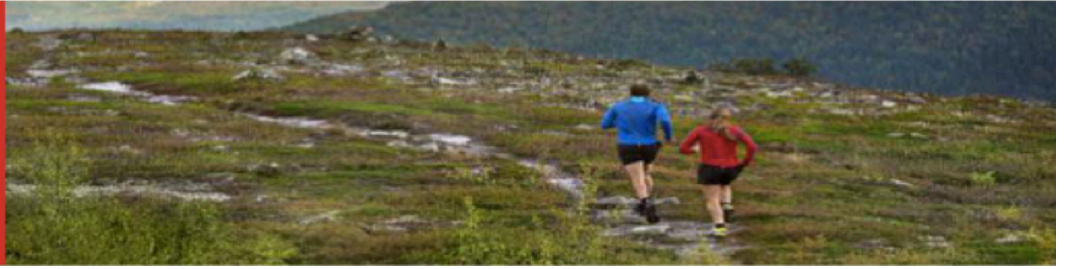
By choosing alternative one, HH will be able to host an event that is especially tailored to create shared experiences for the chosen target group. Furthermore, this is a good way for HH to communicate their brand identity and create wanted brand awareness (Allen et al., 2011).

The disadvantages with this alternative however, might among other things be that HH has a limited budget compared to larger competitors in the market. Moreover as HH has a relative weak brand awareness compared to competitors, HH might struggle to promote and get suitable amount participants for a wholly hosted HH event.

10.3.2 Alternative Two: Sponsoring the Cliffhanger Event

The main advantage with alternative two is that it will enable HH to reach a larger target group, through an already well-established event. Moreover, it will also be less costly promotion strategy for HH. Consequently, this option might create more awareness, with less risk (Allen et al., 2011; de Pelsmacker et al., 2010).

On the other hand, HH will as a sponsor have less control over the event, which might limit the opportunity to communicate the wanted brand message. Moreover, possible negative public perception of the event might affect the perception of the brand (Grant, 2013; White and Van der Wagen, 2010).



Chapter 12. Recommendation

In this chapter, a recommendation based on the finding through the research will be given. The recommendation is aimed at give HH the most suitable, acceptable and feasible option for a promotion strategy.

Chapter 12. Recommendation

This report has examined a wide range of subjects with the aim of recommending an appropriate promotion strategy for HH. Based on the findings of this report, HH should use sponsorship as a promotion strategy and apply to become the headline sponsor for the Cliffhanger event. Certain areas in the report have resulted in limited information. However, the researchers still believe that the recommendation is the most suitable, acceptable and feasible.

Cliffhanger will have the whole responsibility of arranging and managing the event. This saves HH costs and they can rather use their budget to promote the HH brand at the event. Cliffhanger allows HH to gain significant benefits for a reasonable price, thus the cost – benefit relation becomes positive. Cliffhanger would also have the main responsibility for the marketing of the event. However, HH should use social media to promote their presence at the event in order to reach both their existing and potential consumers. In order for HH to reach a broader range of families struggling to be (more) active together, it is important to also use traditional media and other pre-event activities.

At the Cliffhanger event, HH should be present with a sales- and promotion tent. The Cliffhanger event will give HH the opportunity to build awareness within the market and to reach a broad group of possible, future consumers.

It is highly important that HH evaluates the use of sponsorship as a promotion strategy after implementing it. Evaluation is important to determine whether the sponsorship has achieved its objectives, what has been achieved, what worked and what did not work. This is in order to support and adjust future decisions regarding HH's marketing activities.

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Appendices

Appendix 1. Advantages and Disadvantages of Sponsorship as a Promotion Strategy

Sponsor benefits

- Simulates goodwill and positive attitudes towards the relationship of the consumers
- Reach a loyal and dedicated audience
- Easy access to a specific type of market (people interested in physical activity)
- Building brand awareness
- Change/build consumer's perception about the brand
- Create associations between products and lifestyles (HH apparel associated with an active and healthier lifestyle)
- Increase sales (through methods like giving away samples)
- Product demonstration
- Effective communication channel, requires less financial resources
- The development of a long term business

(Allen et al., 2011; de Pelsmacker et al., 2010).

Negatives of sponsorship

- Companies have less control over sponsorship that makes their messages more indirect and implicit
- Bad "fit" between sponsor and event can result in a difficult relationship and negative results
- Negative public perception of the event might affect the perception of the brand
- Conflicting management techniques

Appendix 2. Advantage and Disadvantage of Event as a Promotion Strategy

Event positives

- Shared experiences among consumers
- Relate directly with consumers
- Creating tradition. Annual events to gain positive reputations from consumers (grows bigger every year)
- Presenting new and challenging ideas and products
- Gives consumers the opportunity to try out the new products
- Improve brand profile
- Increase brand awareness

(Allen et al., 2011)

Event negatives

- Competition concerning large events held by key players
- Limited disposable income - events tends to be non essential items in family budgets
- Laws and regulations may limit creativity
- Negative impact from the local community
- The risk of bad weather that can effect the success of the event (always have a plan B)
- Problems with transportations
- Accidents happening at the event
- Cancellation of key player (performance, celebrities, health personal, professionals and so on)
- Equipment failure
- Non-arrival of important equipment (toilets, food, drinks and so on)
- Distraction in the environment around the event

(White and Van der Wagen, 2010; de Pelsmacker et al., 2010).

Appendix 3. Complementary Information Related to The Literature Review

Cognitive learning theory

Cognitive learning is learning based on mental activity. Cognitive learning theory explains that the kind of learning most normal for people is problem solving, which gives individuals some control over the environment. Cognitive learning involves complex mental processing of information. Here the role of motivation and mental processes is important in producing a desired response. The result of consumer learning is to increase market share and brand-loyalty (Schiffman et al., 2008). This framework will be used to find ways of learning the target group about physical activity and give them more knowledge about the Helly Hansen brand. In the end the result is to strengthening brand awareness and get the target group more physically active. Within this model there are three models that will be used in this report.

Tricomponent attitude model

According to this model attitudes consists of three components: the cognitive component, the affective component and the conative component. The cognitive component is the knowledge and perceptions the consumer has acquired through experience with the attitude object. This commonly takes the form of the consumer's beliefs. The affective component is the consumer's emotions or feelings about a brand or product. The conative component is concerning with the tendency of likelihood that an individual will undertake a specific action or behave in a certain way with regard to the object (Schiffman, Kanuk, Hansen, 2008).

This model will be used to establish individual's attitudes towards and knowledge about physical activity. It will also be used to look at individual's emotions and feelings about the Helly Hansen brand and physical activity as a service. Finally it will look at the likelihood that an individual will be active.

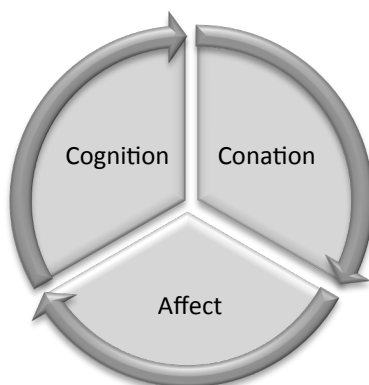


Figure: Tricomponent attitude model

Decision making model

A lot of peoples learning take place as the result of consumer thinking and problem solving. People usually when confronted with a problem search for information on which to base the decision. After this we evaluate what we have learned in order to make the best decision. The decision making process consists of: need recognition, pre-purchase search, evaluating alternatives, purchase and post-purchase evaluation.

Multi-attribute attitude models

This model looks at the consumers' attitudes with regard to an attitude object, in this case services regarding physical activity. There are different models within this model that looks at different aspects of attitudes. There are models, which look at attitudes towards the service/produces in particular. One model looks at attitudes towards behaving with respect to an object, in this case a service that is physical activity. The theory of reasoned action model is design to get a better understanding of the individual's behavior. This report will use these models to get a better view regarding individual's behavior when it comes to physical activity and go more in depth when it comes to their attitudes towards physical activity (Schiffman et al., 2008).

Critics argue that in this time many unexpected can intervene to also influence behavior. Again, this attitude towards object theory did not tell when individual change their positive situation because of product high cost or unavailability. Critics also claim that these theories avoid the perception of others and ignore the individuals' social demand (Loudon and Della 1993).

Attitude towards the ad models

This model is used to understand the impact of advertising on consumer attitudes towards a product or brand. The consumer forms feelings and judgments as a result of exposure to advertisement. This model will be used to look at how Helly Hansen should advertise the new event proposed at the end of this report (Schiffman et al., 2008).

There has been some general criticism against this model over the years. This based on the eroding credibility, manipulation and promotion of materialism and this has been the base of an ongoing debate between scientists. This form for exposing of products is unlikely to chance since this is one of the best ways to promote the product (Singh, 2005).

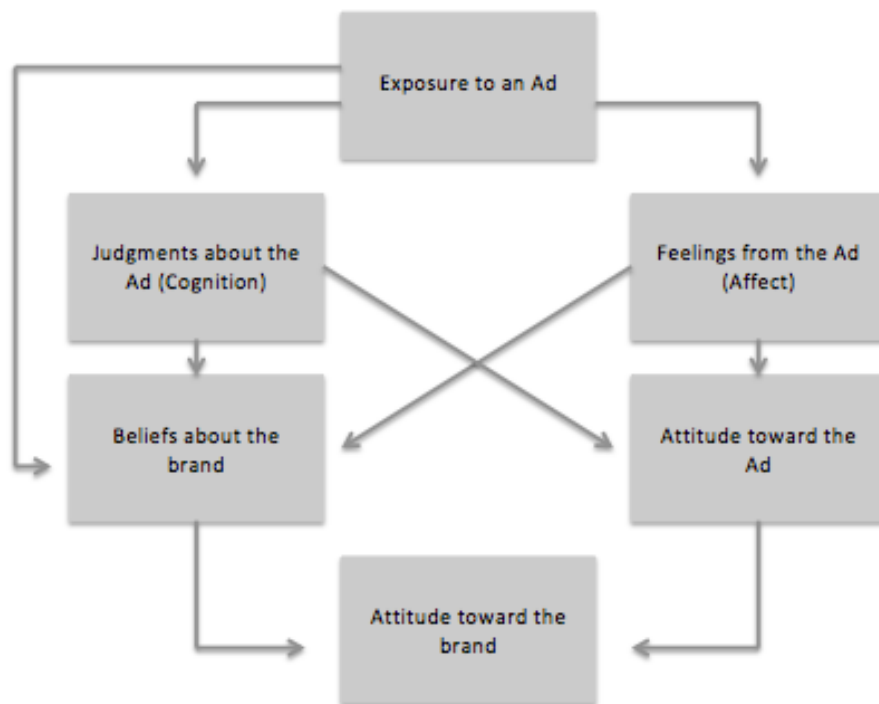


Figure: A conception off the relationship among elements in an attitude towards the ad model

2.4 Marketing mix



Figure: Marketing mix (Smith, Taylor, 2004)



Figure: Communication mix

It is important for Helly Hansen to use the right kind of promotion strategy to draw attention to the proposed event. Therefore this report will propose what kind of strategy they may use (Smith, Taylor, 2004).

Maslow's hierarchy of needs

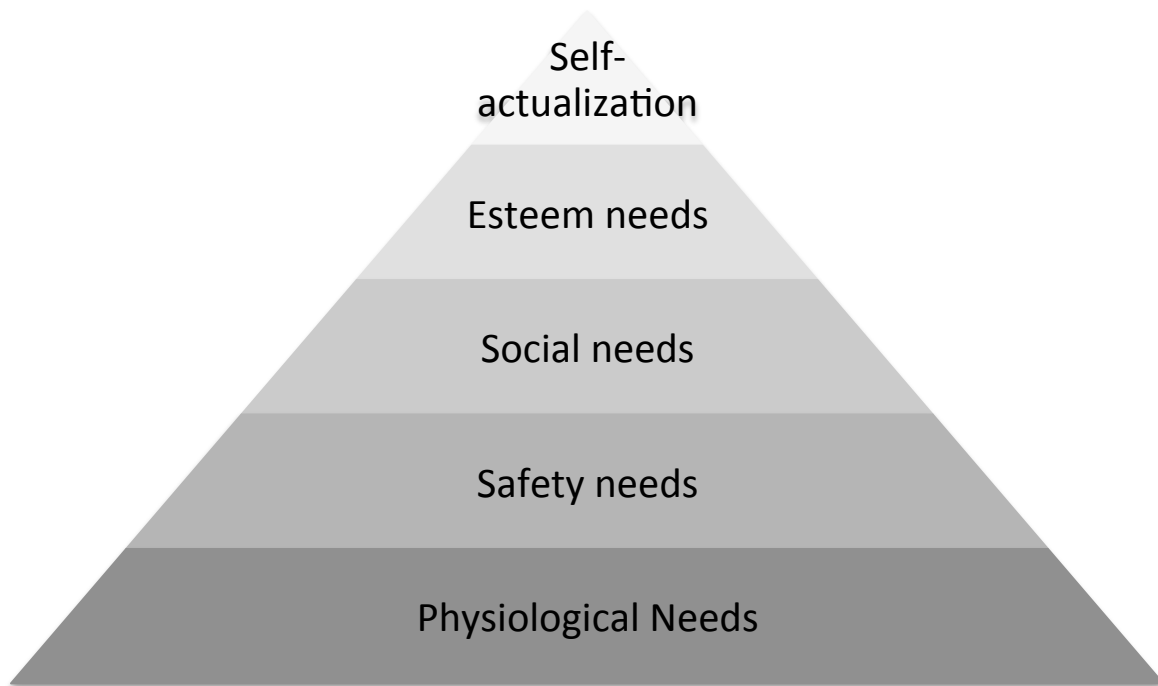


Figure: Maslow's hierarchy of needs

Maslow's hierarchy of needs is used as a basis for understanding what different needs can mean in connection with purchases and sale. In the different stages of the model, one can find emotion costumers may feel before purchases a special product or service.

Over the years Maslow's hierarchy of needs have gotten some criticism. Manfred Max-Neef claimed that human's fundamental needs are non-hierarchical and therefor can try to satisfy for example social needs before having to fulfill physiological and safety needs (College of the Redwoods 2010)

Physiological needs: This point concerns the need for food, water, protection against extreme coldness, heat and discomfort. If these needs aren't satisfied over time, humans cannot live.

Safety needs: concerns protection against physical attacks. Security is also about predictability and rules, the consistency, stability, order and structure in existence.

Social needs: Human beings are created to live in community, not individually or isolated. Often our actions determined by the desire for contact and communion with others. We need someone to confide in, to experience things and things with, to be with.

Esteem needs: Most of us want to play a constructive role in own and others' eyes, to gain praise and recognition, gain status and prestige. Some just want to get praise when they deserve it, others will be proficient in the class, while some will win in sports or other forms

of competitions. One can also assert itself by always having the latest fashion in clothes, the most modern mobile phone or the most expensive stereo system.

Self-actualization: To realize itself means to have the opportunity to realize their innate abilities and realize their dreams. The need for self-actualization is seen and some insatiable. Ambitions vary greatly. A man of great need for self-actualization sits down new goals.

All of the stages in this model can and will be used in this report.

(College of the Redwoods 2010)

Motivation process

Motivation is the driving force within people that drives them to action. Motivation is a result of unfulfilled needs that generates tension, which drives the individual to engage in behaviour that they believe will satisfy this need. This model looks at needs, tension, drive, learning, behaviour, goals and the cognitive process (Schiffman, Kanuk, Hansen, 2008).

When it comes to this report this model will be used to look at peoples unfulfilled needs related to physical activity, and how a new event that focuses on physical activity can motivate, educate and drive these people to behave in a way which fulfils this need.

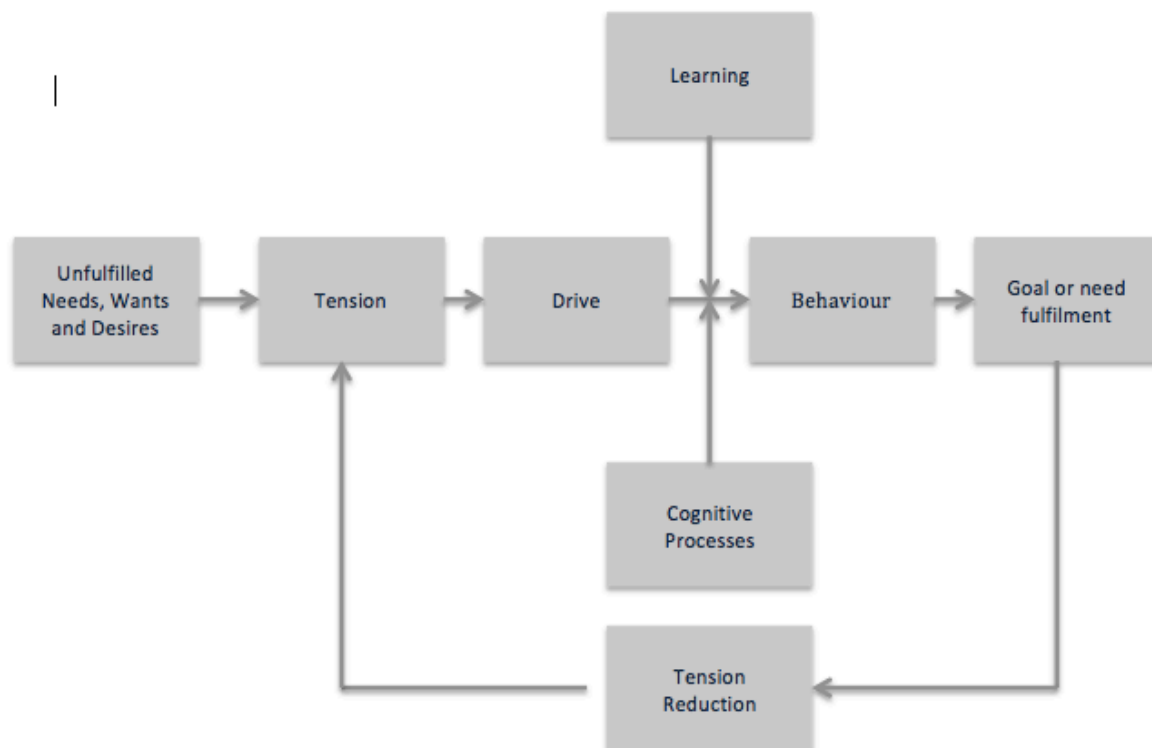


Figure: Model of the motivational process

Appendix 4. Individual Delphi Interviews

Interview with the Dr. Dale Esliger
Loughborough University

Date: 01.03. 2013

1) Can you introduce yourself and tell us little about your different work?

My name is Dr. Dale Esliger I am originally from Canada and I have lived here in the UK in nine months now. I am a senior lecturer in physical activity and measurement here at Loughborough University. Over the past ten years I have used to refining ways to measure activity, so that we can see exactly how much a person is active. Here at Loughborough my task is to combine the great interlinking with our very good sports sector into something we call health interventions.

2) How would you define physical activity?

Yes, we have an overall definition for this term and all the professors in sports management use this. First, it has a different meaning for different people. But the definition is; "Any movement that increases the resting energy expenditure" is considered physical activity. Some mean that training or physical training also should fall under this term, but this is the normal terminology.

3) Do you see a correlation between being an active/inactive child considering physical activity in the future?

A child that has been physical active when young has a drive to be physical active when they become adults. When experiencing physical activity as a child it's easier to get back on the "wagon". A study in China shows that children hadn't experienced physical activity before university level, when they started with physical activity there they started complaining about chest pains and breathing problems. I wonder how it would be like when we have a whole generation of inactive adults? In our generation people can remember a time in their life when they were active.

4) How would you describe the physical activity habits in England?

People know more than ever that physical activity is good. According to research questionnaires done a couple of years ago showed that 30% of the population categorised themselves as active, but when we did a health survey in 2008 the actual number of people following the guidelines from the government was actually 5 %. There is a difference between what people should be doing rather than what they are actually doing. The reason we get the 30% is that people set their good foot forward. People think that it is a social desirability to physical active.

5) Which part of the population does physical activity?

The biggest drop off is in physical activity in the case of age perspective is from around 11-14 years old. This is when the biggest steep drop. I think that the reason for this is the skill level of team sports require. They get disenfranchised from the rest of the group.

6) What can be the reason for people not training? Are there some specific barriers?

Many want to say that time is their biggest obstacle to become more physical active. I personally don't think this is a good reason. Because instead of sitting on watching the different television programs etc. they can become more active. However many of the people tend to list time as their biggest obstacle. Its important to know that there is many industries that compete with physical activity about people's time. Such as television, movies and games.

7) What is the main reason for people being physical active?

This is hard to answer because people have different toughs about this. But I think becoming healthier, looking better, better life etc. is huge factors.

8) What kind of education does the government provide for families?

The government has given us "guidelines" for physical activity, such as being active in 150 minutes per week. Its funny, this guide was written in the 70 and the time has change so much since then. I think based on my experiences that one should need at least 300 hours a week and that the health plan is outdated.

9. With Families as a target group would you recommend an event or sponsorship (or other promotion strategy) to use in order to promote physical activity and a brand?

I would recommend that the HH brand themselves with a "Get Outdoors" campaign whereby the sponsor events nationally. An idea would be to have one big event and many grass roots smaller ones. In these events families are encouraged to get outdoors to get active.

10. What kind of activities do you think would be preferable to use in such an event/sponsorship? Nature walks, hikes, cycling, paddling and camping would be best suited for an event like this. With these kind of activities people can be physically active out in the nature. By doing this you will get more focus on using the nature as a tool for being physically active.

1) Can you introduce yourself and tell us little about your different work?

My name is Lauren Sherar, I am a lecturer physical activity and health here at Loughborough university. My area of research is physical activity and sedentary behaviour mainly on children but I have moved towards adults as well. I use a lot of objective technology for both health and physical activity to monitor them. I use the objective technology frequently during my work.

2) How would you define physical activity?

Lauren: The overall term is quite wide and interpreted in many different ways. But the term I use is the most common definition of physical activity "Any movement that increases the resting energy expenditure". Every muscular contraction is also considered as physical activity. Everything that is not resting or sitting is considered as physical activity.

3) Do you see a correlation between being an active/inactive child considering physical activity in the future?

Lauren: We call this part tracing, this is where we look at the parents and their activities and track that back to the child. Tracking is quite hard to monitor, we like to believe that being an active child one will become an active adult. To be able to confirm this one needs to follow a person for periods of time (30 years). We don't have a lot of good evidence for this. We can see that inactivity is easier to track. If you have a bad behaviour as a child you are much easier to become inactive. Unfortunately, not all active children become active as an adult. If you have been an active child there is more likely to be physical active when you become an adult, however there are more inactive adults than children. My simple term is that good habits as a child develop you as an adult and give you a better platform. The strong correlation comes within the term inactive. It is hard for an adult that has been an inactive child to start training.

4) How would you describe the physical activity habits in England?

Lauren: Well there are some trends that are coming like indoor cycling. This is in the middle for the country (because there is a new arena built). Certain sports are becoming trends but this is not for the whole population. There is good evidence for those types of training like aerobics, swimming and cycling has grown over the last 40 years.

5) Do people walk, run, cycle to job? Or do they drive or take the bus/train?

Lauren: We can see a decrease in people walking to their job, schools etc. There has been a change in lifestyles over the previous years. However there is an increase of people going to the gym.

6) Is there a way to describe a typical British family?

Lauren: I don't think there is a typical British family. There is a big boundary between the single parent and the two-parent segment when it comes to physical activity. I think that Socioeconomics have a huge impact on the degree of physical activity. I think when you live in a lower income community the lighter physical activity increases. "You don't have the money

to take the bus, therefore you have to walk” and the team sports activity decreases. Middle socioeconomic class has more knowledge about physical activity.

7) Which part of the population does physical activity?

Lauren: The older you get there is more likely to become inactive. After the age of 18 most of the arranged sports activity's becomes more competitive and only the best skilled persons continue the physical activity. When you come to the university level our lifestyle tends to change with the introduction of PE and team activity.

8) What can be the reason for people not training? Are there some specific barriers?

Lauren: I think time is the main issue for people. Specially families, how they distributed their time depends on the parents view. So I will defiantly say time.

9) What is the main reason for people being physical active?

Lauren: I think that it's important to divide male and female in this point. Since their reasons can be quite different. Females normally have the pressure from the different advertisement etc. and the men want to become bigger. But overall the main reason I think is to become more fit.

10) Are there any similarities between different regions of England?

Lauren: In the suburbs and countryside there people have a tendency to walk more to their job, kinder garden and schools. An example is our “town” Corn. But when you travel to the bigger cities there will not be the same. I think that there will be similarities between the different councils. Here comes the socioeconomics back in the picture

11) What kind of education does the government provide for families?

Lauren: I think that again one need to divide the genders. Because there is a lot for activities for men but as a single parent or women in a relationship there is quite hard to find different activities like female basket, football etc.

1) Can you introduce yourself and tell us little about your different work?

- National department of Health, London.
- 32 local authorities in London
- My role is to help authorities in boroughs to promote health improvements (physical activity, health issues, obesity, smoking, sexual health etc.).
- Last year: Work with the Greater London authorities. Budget surrounding transport, activity (strategic management).
- Communication is challenging between the 32 boroughs.

2) Are there any differences between the class distinctions when it comes to Physical activity?

- The divide in London is quite big -> Socio economical factors.
- Health inequality is divided.
- Jubilee line life expectancy example (life expectancy drops one year per station).
- The wealthier you are -> likely to conduct physical activity.
- Resources available

3) How would you define physical activity?

- A lot of different ways to be active.
- Trying to make more people do more.
- "Excellence is the enemy of good" - If you try to get everybody what you want them to do, eventually they will not do it.

4) Would you say that your childhood experiences affect your view on physical activity later in life?

- Inactive child -> Inactive parents.

5) Do people walk, run, cycle to job? Or do they drive or take the bus/train?

a. Why/ why not?

Transport- London

6) What can be the reason for people not training? Are there some specific barriers?

- Time
- Safety issues in the big cities (London)
- Parents think their children are more active at school than they really are.

- Money – Training equipment, gym membership etc.
- “To good” transport opportunities
- Little green space in the big cities (London).
- Diversity (cultures, religion etc.)

7) What do you think is the main reason for people not being physical active in England?

The environment shapes your opinion regarding your perception on for example physical activity.

8) Are there any similarities between different regions of England?

- Devolved health policy.
- Separated into regions (England, Wales, Scotland, Northern Ireland)
- England divided into 9 different regions.

9) What kind of education does the government provide for families?

- National strategy/framework around UK – Delegated locally.
- Current government – Focus on personal responsibility and choice in terms of determining our behaviour.
- Previous – Changing the environment to be more active.
- Help ordinary people to organise/plan physical activity.

10) Do you think the government / municipalities should do more to motivate / facilitate physical activity?

- Not just give them a kick start in case of a physical activity event but should follow up.
- Tends to be sporadic.

11) What does the London government do to promote public health?

- New public health directives 1th April 2013.
- Transaction from an overall perspective to regional perspective.
- Responsibility to the local government (positive progress).
- Local authorities have direct contact with schools, transports etc.

12) What are the correlations between:

- **Active people / un-active people, time, economy, geography?**
- Little time -> Unhealthy foods -> Inactive

13) We are looking at families with children in particular. How do you see the typical English family in terms of being active / inactive and their characteristics?

- Inactive children -> Inactive parents
- Parents think their kids are more active in school than they are. PE etc.
- Some feel it is the schools responsibility to keep children physical active.
- Outdoors needs structuring and planning.
- Not a way to describe a typical English family.

14) What does the government do to promote physical activity? Events in London etc.?

- Public participation
- The Mayor of London has a sport fund, approximately 7million pounds.
- Events which is not just organises sports, dancing, walking, jogging etc.
- The Barclays bike scheme.
- Cooperation with local sport clubs.
- Exercise on referral – prescribe physical activity.

15) Does the government take into religion and culture into consideration when planning physical activity?

- The Tower Hamlets healthy borough programme (London).
- Muslim women swimming and adult women cycling example.
- Government share experiences with local boroughs.

1. What is your field/ expertise?

- Professor of physical activity and health at Leeds Metropolitan University.

2. How would you define physical activity?

- Any voluntary physical activity providing energy.

3. Would you say that your childhood experiences affect your view on physical activity later in life?

Yes. When you are five years, the family are the ones affecting physical activity of the child, but when they get 14 and older, friends are very much the ones affecting physical activity habits.

- Research has shown that when / if a child gets/feels good at something (a sport), it is easier for the child to continue with that activity.
- What children learn at secondary school in England is limited. They do not get enough stimulation from schools. From 5 – 11, physical activity (called PE) is taught by a “non-educated” teacher, 30 minutes to 1 hour a week, which is too little.

4. How would you describe the physical activity habits in England?

a. Train a lot, indoor/outdoor, what kind of activities...

- Dominated by team sports.
- There are signs of a gradual reduction of exercise as career progresses. Family can also have an influence.
- Often, it is the parents that introduce
- Some people over 50 begin to train after realising that they are not satisfied with their weight, or after a doctor’s recommendation.

5. Do people walk, run, cycle to job? Or do they drive or take the bus/train?

a. Why/ why not?

- Active commuting is on the rise. This is much due to the recession, not just because people want to train – they often own a car, but will not use it.
- But in England, cyclists are not respected. This can be affecting the amount of cyclists.

b. Do people use their working breaks, as lunchtime, to work out?

- Lots of people do that. A research I (Jim) have participated in, showed that people who were training a given day, as opposed to not training, were 17% more effective when working that day.

- People are sometimes not allowed by their boss to train in their breaks/lunchtime, which reduces the amount of physical activity. This can be because people who are not training do not like to have people who do around them. This of course depends on organisational culture.

6. Who trains regularly? What kind of person is this?

- People in the highest level of society / most wealthy.
- How you respond to your environment is crucial. In a wealthier environment, there can be more triggers (as network) that makes it "easier" for them to be active. Also, time and plays a role here, as the less wealthy people may not have as much leisure time.
- People that have had enough exposure of triggers to exercise are exercising regularly. Motivation is not enough if the triggers are not present.

7. What can be the reason for people not training? Are there some specific barriers?

- Intensity – and the expectations of high intensity.
- To commit to do something regularly can be hard
- Lack of time
- The type of activity
- Economy can also be a barrier
- Few to non triggers

8. What is the main reason for people being physical active?

- Broadly rewards. Health benefits, loving the outdoors, and the feelings they get from exercising.

9. Are there any similarities or differences between different regions of England?

- There are more differences within regions and in cities than between them.
- Actually there can be as much as 17 years difference in life expectancy, depending on where you live within a city. Some people do not have the capacity for leisure life in the communities.

10. What kind of education does the government and municipalities provide for families?

- The education provided changes with the colour of government. "Change for Life" is a campaign now running that the government are participating in.

11. We are looking at families with children in particular. How do you see the typical English family in terms of being active / inactive and their characteristics?

- There are no significant similarities between active / inactive families, nor a typical family to describe.
- However, boy will often follow dad, and girl will follow mum in their training habits. Alone mums lacking time to play with the kids can have an effect on the whole family.
- There are not a large proportion of families that go to parks/woods on Sundays – therefore; you often do not see the inactive people in the parks.

12. Any further comments?

- In England we can see a “breakdown” of families. This can be a result of war, drugs and divorces – where the dad disappears from the family. Therefore, mum has been the one raising the children for many generations – resulting in less physical activity much due to lack of time and mums influence.

13. Recommendation for further reading

- The Premier League project.
- “The emergent middle class” (people who can afford HH products)
- Brand awareness, an event’s “one-off trigger”.

1) How would you define physical activity?

Any bodily movement. Any physical movement.
Sports, exercise etc. are “under groups” of this.

2) Would you say that your childhood experiences affect your view on physical activity later in life?

Little evidence of correlation between the level of childhood physical activity, and adult physical activity (later in life).
However – a positive attitude towards physical activity as young, can give a positive attitude as an adult.
Determinants (self-esteem etc.) of physical activity can influence adults.
It is not the role model effect, but the facilitation that affects the children’s activities.

1. How would you describe the physical activity habits in UK?

- *Train a lot, indoor/outdoor, what kind of activities.*
- *Would you say that English families are physically active as a family or are they more physically active as individuals?*

Pretty bad.

36% men, and 24% women are active. (Has been these numbers for many years. Not much improvements).

Generally: 1/3 active, 1/3 fairly active, and 1/3 not active.

People do not walk anywhere anymore.

- *What activities are usual for families to do together?*

Drive kids to practice, and pick them up. Not doing very much physical activity together.
However, some does.

2. Do people walk, run, cycle to job? Or do they drive or take the bus/train?

- *Why/ why not?*
- *Do people use their working breaks, as lunchtime, to work out?*

Not usual. Cycling has had a little improvement.

Fewer than 10 % of the population run.

Attitude is highly affecting people and how physically active they are.

Someone cannot afford to live near work, and therefore, they do not walk/cycle to work.

3. Who trains regularly? What kind of person is this?

To be busy is a common barrier, but people who are regularly training are also often the ones who are busy, they manage to find the time anyway.

People, who have a general positive outlook on life, are more likely to train regularly. It makes people feel better.

4. What can be the reason for people not training? Are there some specific barriers?

- Time is a common barrier.
 - Conflicting priorities
 - People think it is hard to do
- (It takes a long time to get physical activity to be a habit).

5. Are there any emotional/mental reasons or barriers related to why people are not physical active?

For example:

- *Embarrassment*
- *Body complex issues*
- *Personal issues*
- *Previous experience*

Social norms; what is normal in the country. For example, in Norway, it is more 'normal' to be physically active than in the UK.

Fear, traffic, alone in the dark etc. Gyms can weigh up for this, but then again, these are expensive.

People can easily live their life without being active. In previous times, people worked as farmers (or similar), being physically active on the fields, or had to be physically active in order to keep them warm. Now, people do not have to in their daily life.

6. Are there any similarities between different regions of UK?

- *Would you say that there is more difference within the cities then between different regions?*

Overall, there are not massive differences on physical activity.
(More differences in income, life expectancy rates etc.)

7. Do you think the government and/or councils should do more in order to motivate to, and facilitate, physical activity?

They could do more. They often have the capacity/possibility to do so, but do not do it well enough.

Some council have done some good and successful work in their areas.

8. Can you tell us a about some of the activity promotion programs you have been a part of?

- *How attended?*
- *Where was it?*
- *What results came after the program?*
- *Experience and knowledge*

Appendix 5. Helly Hansen Product Pictures

(Source: Helly Hansen, n.d.)

Baselayer: HH Dry

Men's:



Women's:



Midlayer: H2 Flow Jacket

Men's:



Women's:



Fleece: Mount Prostretch

Men's:



Women's:



Outer layer: Odin Traverse Jacket

Men's:



Women's:



Skagen Jacket:



Footwear: Ahiga

Men`s



Women`s:



Pace Interceptor HT

Men`s:



Women`s:



Training Apparel: Pace SS

Men`s:



Women`s:



Junior:

HH Jr Warm set:



K Fleece Jacket:



Salt Jacket:



Dublin jacket:



HH Duffel Bag 50L:



Appendix 6. Blank Copy of the Questionnaire

Questionnaire

Exercise habits

Please read this before answering the rest of the questions. Your participation in this questionnaire will be kept anonymous. The definition of exercise is: "activity requiring physical effort, carried out to sustain or improve health and fitness: exercise improves your heart and lung power"

1. Do you exercise regularly (minimum twice a week)?

☐ Yes ☐ No

2. How many hours per week do you normally exercise?

☐ 0 ☐ 1-3 ☐ 3-6 ☐ 6-8 ☐ Over 8

If your answer is 0 hours in the previous question, go to question 8.

3. Where do you mainly exercise? (You may choose both)

☐ Indoor
☐ Outdoor

4. What form of exercise do you do? (You may choose more than one)

☐ Cycle
☐ Walk (for the purpose of being active)
☐ Jog/run
☐ Weight lifting
☐ Core training
☐ Rowing
☐ Skiing

- ☐ Climbing
 - ☐ Sailing
 - ☐ Tennis
 - ☐ Golf
 - ☐ Swimming
 - ☐ Dancing/aerobics
 - ☐ Team sports (football, rugby etc.)
 - ☐ Other
-

5. What motivates you to exercise? (You may choose more than one)

- ☐ Health concerns
 - ☐ I like it
 - ☐ It saves me transport costs (gas, buss/train tickets etc.)
 - ☐ To be social
 - ☐ It makes me feel good about myself
 - ☐ I have to (because of an injury)
 - ☐ So I can eat what I want
 - ☐ Because my friends and/or family does
 - ☐ I have always been active
 - ☐ Social media
 - ☐ Professionals/celebrities
 - ☐ To get more energy
 - ☐ Mental relaxation
 - ☐ Other
-

6. When do you mainly exercise? (You may choose more than one)

- ☐ During the week
 - ☐ During the weekend
 - ☐ During holidays
-

7. What may prevent you from exercising (more)? (You may choose more than one)

- ☐ Lack of time
 - ☐ It is too expensive (sports apparel, transport costs, membership fees etc.)
 - ☐ I need to prioritize making money
 - ☐ I do not have enough knowledge
 - ☐ I am physically unable
 - ☐ I do not like it
 - ☐ I do not think I need to
 - ☐ I am not that type of person
 - ☐ Lack of offers near me (gyms, parks, teams etc.)
 - ☐ I am not motivated enough
 - ☐ Previous negative experiences
 - ☐ Hard to prioritize over other activities
 - ☐ Family situation/personal life
 - ☐ Too little influence from surroundings
 - ☐ Other
-

8. Would you like to exercise more?

- ☐ Yes ☐ No
-

Family

Please read this before answering the rest of the questions. The definition of physical activity is: "any bodily movement produced by skeletal muscles that requires energy expenditure". Family in this survey mean your nearest family (f. ex: Parents and children).

9. Are your family often physically active together?

- ☐ Yes ☐ No
-

If your answer is no, go to question 12.

10. How often are your family physically active together?

- ☐ Twice a week ☐ Once a week ☐ Twice a month ☐ Once a month
-

11. What form of activities does your family do together? (You may choose more than one)

- ☐ Cycle
- ☐ Walk
- ☐ Jog/run
- ☐ Rowing
- ☐ Skiing
- ☐ Climbing
- ☐ Sailing
- ☐ Tennis
- ☐ Golf
- ☐ Swimming
- ☐ Team sports (football, rugby, etc.)
- ☐ Playing together outside (at the park, street etc.)
- ☐ Other
-

12. Would you like your family to be more physically active?

☐ Yes ☐ No

Event

Please read this before answering the rest of the questions. "An event is a planned, public, social happening".

13. Have your family ever participated in an event where you were physically active together?

☐ Yes ☐ No

14. If yes to the previous question, what was the name of the event and who arranged it? Any comments?

15. How likely would it be that your family would participate in an event where you needed to be physically active?

Very unlikely Unlikely I do not know Likeley Very likely

☐ ☐ ☐ ☐ ☐

16. What form of activities would attract your family to such an event? (You may answer more than one)

- ☐ Cycle
- ☐ Walk
- ☐ Jog/run
- ☐ Rowing
- ☐ Skiing
- ☐ Climbing

- ☐ Sailing
 - ☐ Tennis
 - ☐ Golf
 - ☐ Swimming
 - ☐ Team sports (football, rugby etc.)
 - ☐ Other
-

17. At what time of the year do you think your family would prefer to participate in such an event?
(Choose only one)

- ☐ Spring ☐ Summer ☐ Autmn ☐ Winter ☐ Do not have any preferences
-

18. How much are you willing to pay for your family (per person) to participate in such an event?
(Choose only one)

- ☐ £0-£10 ☐ £10 ☐ £20 ☐ £30 ☐ £40 ☐ Over £40
-

19. What form of social media do you and your family use? (You may choose more than one)

- ☐ Facebook
 - ☐ Twitter
 - ☐ LinkedIn
 - ☐ Instagram
 - ☐ My Space
 - ☐ YouTube
 - ☐ Mobile apps
 - ☐ Other
-

Helly Hansen

20. What kind of sports brands do you and your family use? (You may choose more than one)

☐ Nike

☐ Puma

☐ Adidas

☐ Helly Hansen

☐ Umbro

☐ Other

21. Are you aware of the Helly Hansen sports brand?

☐ Yes ☐ No

If your answer to the previous question is no, go to question 25.

22. How likely would it be for you and members of your family to buy a piece of Helly Hansen apparel for exercise?

Very unlikely

☐

Unlikely

☐

I do not know

☐

Likely

☐

Very likely

☐

23. What do you think about Helly Hansen`s prices?

Very expensive

☐

Expensive

☐

I do not know

☐

Affordable

☐

Very
affordable/cheap

☐

24. In one word, what do you associate with the Helly Hansen brand?

Personal data

Before completing this questionnaire we would like to know a little bit about you. Please take the time to answer these questions.

25. Gender

☐ Male ☐ Female

26. Age

☐ Under 25 ☐ 25-35 ☐ 36-45 ☐ 46-50 ☐ Over 50

27. Post code

28. Marital status

☐ Single ☐ In a relationship ☐ Living together ☐ Married

29. Job status

☐ Full-time job (35+ hours per week) ☐ Part-time job ☐ Unemployed
☐ Maternity leave

30. Approximate household income per year (after tax)

☐ Under £25 000 ☐ £26 000 - £40 000 ☐ Over £40 000

31. Number of children in the household between the age of 5 and 18

32. Age of children

:

:

:

:

:

:

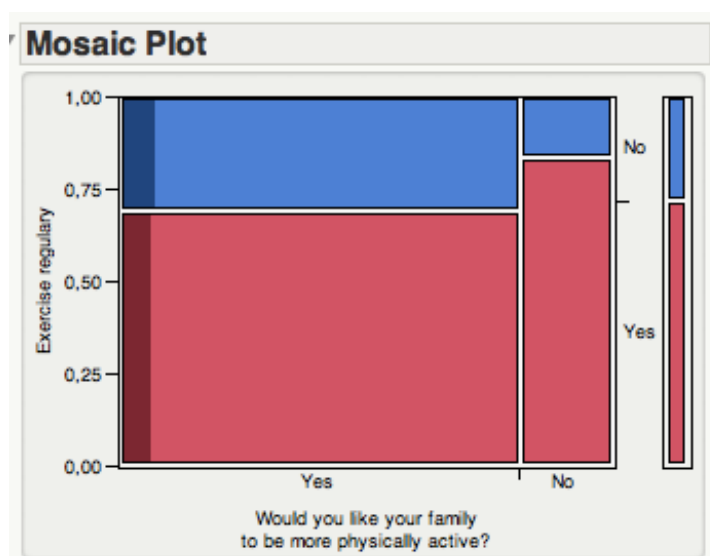
Thank You!

Thank you for completing this survey. Your response is very important!

Appendix 6. Complementary statistics from SAS JUMP

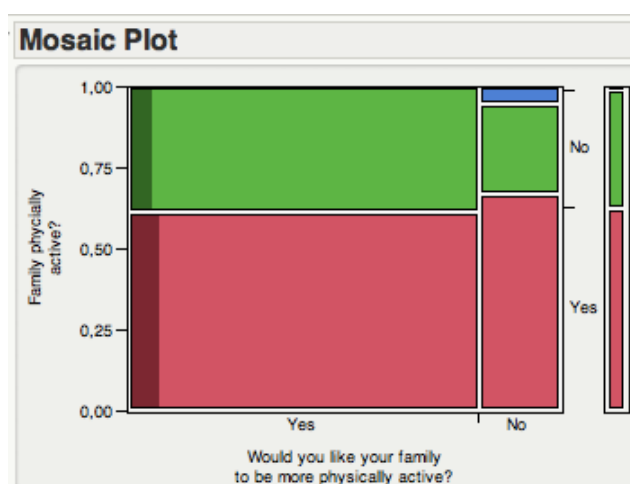
Contingency Analysis of Exercise regular By Would you like your family to be more physically active?

		Exercise regular		
like your family to be more	Count	Yes	No	
	Total %			
	Col %			
	Row %			
Yes	54	24	78	
	56,25	25,00	81,25	
	78,26	88,89		
	69,23	30,77		
No	15	3	18	
	15,63	3,13	18,75	
	21,74	11,11		
	83,33	16,67		
	69	27	96	
	71,88	28,13		



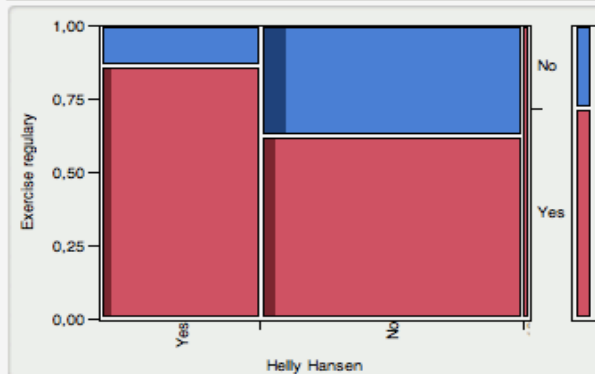
Contingency Analysis of Family phycially active? By Would you like your family to be more physically active?

		Family phycially active?		
like your family to be more	Count	Yes	No	3
	Total %			
	Col %			
	Row %			
Yes	48	30	0	78
	50,00	31,25	0,00	81,25
	80,00	85,71	0,00	
	61,54	38,46	0,00	
No	12	5	1	18
	12,50	5,21	1,04	18,75
	20,00	14,29	100,00	
	66,67	27,78	5,56	
	60	35	1	96
	62,50	36,46	1,04	



Contingency Analysis of Exercise regularly By Helly Hansen

Mosaic Plot

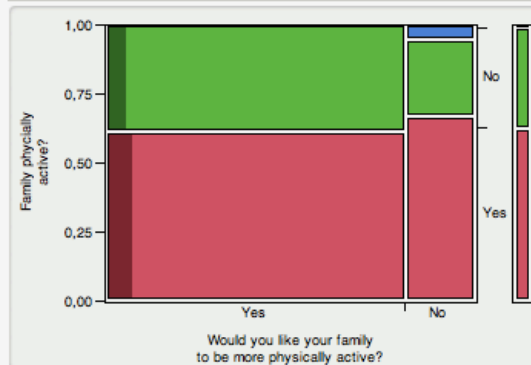


Contingency Table

		Exercise regularly		
		Yes	No	
Count				
Total %				
Col %				
Row %				
Helly Hansen	Yes	31	5	36
		32,29	5,21	37,50
		44,93	18,52	
		86,11	13,89	
No		37	22	59
		38,54	22,92	61,46
		53,62	81,48	
		62,71	37,29	
12		1	0	1
		1,04	0,00	1,04
		1,45	0,00	
		100,00	0,00	
		69	27	96
		71,88	28,13	

Contingency Analysis of Family phycially active? By Would you like your family to be more physically active?

Mosaic Plot



Contingency Table

		Family phycially active?		
		Yes	No	3
Count				
Total %				
Col %				
Row %				
Yes		48	30	0
		50,00	31,25	0,00
		80,00	85,71	0,00
		61,54	38,46	0,00
No		12	5	1
		12,50	5,21	1,04
		20,00	14,29	100,00
		66,67	27,78	5,56
like your family to be more		60	35	1
		62,50	36,46	1,04

Event

What time of the year should the event be held?

How likely would it be that your family would participate in a event were you needed to be more physically active?						
Count Total % Col % Row %	Very unlikely	Unlikely	I do not know	Likely	Very Likely	
Spring	0 0,00 0,00 0,00	1 1,04 11,11 5,88	4 4,17 14,81 23,53	10 10,42 24,39 58,82	2 2,08 14,29 11,76	17 17,71
Summer	3 3,13 60,00 5,66	4 4,17 44,44 7,55	15 15,63 55,56 28,30	25 26,04 60,98 47,17	6 6,25 42,86 11,32	53 55,21
Autmn	0 0,00 0,00 0,00	1 1,04 11,11 20,00	3 3,13 11,11 60,00	1 1,04 2,44 20,00	0 0,00 0,00 0,00	5 5,21
Winter	1 1,04 20,00 25,00	0 0,00 0,00 0,00	0 0,00 0,00 0,00	0 0,00 0,00 0,00	3 3,13 21,43 75,00	4 4,17
Do not have any preferences	1 1,04 20,00 5,88	3 3,13 33,33 17,65	5 5,21 18,52 29,41	5 5,21 12,20 29,41	3 3,13 21,43 17,65	17 17,71
	5 5,21	9 9,38	27 28,13	41 42,71	14 14,58	96

How much are you willing to pay for you and your family for participating at this event?

How likely would it be that your family would participate in a event were you needed to be more physically active?						
Count Total % Col % Row %	Very unlikely	Unlikely	I do not know	Likely	Very Likely	
£0-10	0 0,00 0,00 0,00	3 3,13 33,33 10,71	14 14,58 51,85 50,00	9 9,38 21,95 32,14	2 2,08 14,29 7,14	28 29,17
£10	4 4,17 80,00 16,00	2 2,08 22,22 8,00	7 7,29 25,93 28,00	9 9,38 21,95 36,00	3 3,13 21,43 12,00	25 26,04
£20	0 0,00 0,00 0,00	3 3,13 33,33 12,00	3 3,13 11,11 12,00	12 12,50 29,27 48,00	7 7,29 50,00 28,00	25 26,04
£30	0 0,00 0,00 0,00	1 1,04 11,11 6,25	3 3,13 11,11 18,75	10 10,42 24,39 62,50	2 2,08 14,29 12,50	16 16,67
£40	1 1,04 20,00 100,00	0 0,00 0,00 0,00	0 0,00 0,00 0,00	0 0,00 0,00 0,00	0 0,00 0,00 0,00	1 1,04
Over £40	0 0,00 0,00 0,00	0 0,00 0,00 0,00	0 0,00 0,00 0,00	1 1,04 2,44 100,00	0 0,00 0,00 0,00	1 1,04
	5 5,21	9 9,38	27 28,13	41 42,71	14 14,58	96